SANTA CLARA

1983-1984 LEAVEY SCHOOL OF BUSINESS GRADUATE PROGRAMS

THE UNIVERSITY OF SANTA CLARA • CALIFORNIA

UNIVERSITY OF SANTA CLARA

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THOMAS AND DOROTHY LEAVEY SCHOOL OF BUSINESS AND ADMINISTRATION

GRADUATE PROGRAMS

1983-84 BULLETIN

Santa Clara Mission today.

The University of Santa Clara reserves the right to make program, regulation, and fee changes at any time without prior notice. The University strives to assure the accuracy of the information in this bulletin at the time of publication. However, certain statements contained in this bulletin may change or need correction.

Nondiscrimination Policy

The University of Santa Clara admits students of any race, religion, sex, color, handicap, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, religion, sex, handicap, national and/or ethnic origin in administration of its educational policies, admissions policies, scholarships and loan programs, and athletic and other school-administered programs. Additional information and copies of the Grievance Procedures are available in the Office of Student Services and/or the Personnel Department.

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CALENDAR 1983-1984

Fall Quarter

August 8-19	Monday-Friday	Mail-in registration
September 5	Monday	Labor Day, Administrative holiday
September 7	Wednesday	New Student Orientation
September 10	Saturday	Leveling Examinations
September 14	Wednesday	Walk-in registration
September 19	Monday	Instruction begins
September 19-21	Monday-Wednesday	Late registration, 3-6 p.m.
September 21	Wednesday	Last day for adding and changing Mon.-Wed. classes
September 22	Thursday	Last day for adding and changing Tues.-Thurs. classes
October 4	Tuesday	Last day to petition for graduate degrees to be conferred in December 1983 and March 1984
October 6	Thursday	Last day to withdraw with partial refund
October 17	Monday	Final date for removing Spring Quarter and Summer Session 1983 Incomplete grades
November 14	Monday	Last day to withdraw from classes without instructor's signature
November 24-25	Thursday-Friday	Thanksgiving Recess, Academic and Administrative holidays
November 28-30	Monday-Wednesday	Fall Quarter examinations
December 5	Monday	Fall Quarter grades due at 10:00 a.m.
December 23-26	Friday-Monday	Christmas Recess, Administrative holidays
December 30-January 2	Friday-Monday	New Year Recess, Administrative holidays

Winter Quarter

November 7-18	Monday-Friday	Mail-in registration
December 7	Wednesday	New Student Orientation
December 10	Saturday	Leveling Examinations
December 13	Tuesday	Walk-in registration
January 3	Tuesday	Instruction begins
January 3-5	Tuesday-Thursday	Late registration, 3-6 p.m.
January 5	Thursday	Last day for adding and changing Tues.-Thurs. classes
January 9	Monday	Last day for adding and changing Mon.-Wed. classes
January 11	Wednesday	Last day to petition for graduate degrees to be conferred in June 1984
January 15	Sunday	Martin Luther King's Birthday
January 19	Thursday	Last day to withdraw with partial refund
January 25	Wednesday	Last day to clear Incomplete grades for Fall Quarter 1983
February 20	Monday	President's Day, Academic and Administrative holiday
February 28	Tuesday	Last day to withdraw from classes without instructor's signature
March 7-9	Wednesday-Friday	Winter Quarter examinations
March 14	Wednesday	Winter Quarter grades due at 10:00 a.m.

CALENDAR 1983-84

Spring Quarter

February 13-24	Monday-Friday	Mail-in registration
March 14	Wednesday	New Student Orientation
March 17	Saturday	Leveling Examinations
March 20	Tuesday	Walk-in registration
March 26	Monday	Instruction begins
March 26-28	Monday-Wednesday	Late registration, 3-6 p.m.
March 28	Wednesday	Last day for adding and changing Mon.-Wed. classes
March 29	Thursday	Last day for adding and changing Tues.-Thurs. classes
April 12	Thursday	Last day to withdraw from classes with partial refund
April 20	Friday	Good Friday, Academic and Administrative holiday
April 23	Monday	Final date for removing Winter Quarter 1984 Incomplete grades
May 17	Thursday	Last day to withdraw from classes without instructor's signature
May 28	Monday	Memorial Day, Academic and Administrative holiday
May 30-June 1	Wednesday-Friday	Spring Quarter examinations
June 2	Saturday	Graduate Commencement
June 4	Monday	Spring Quarter grades due at 10:00 a.m.

Summer Sessions

May 7-18	Monday-Friday	Mail-in registration
May 30	Wednesday	New Student Orientation
June 2	Saturday	Leveling Examinations
June 8	Friday	Walk-in registration
June 11	Monday	Instrucion begins
June 11-12	Monday-Tuesday	Late Registration, 3-6 p.m. Last dates to add and change classes
June 15	Friday	Last day to petition for graduate degrees to be conferred in August 1984
June 28	Thursday	Last day to withdraw from classes with partial refund
July 4	Wednesday	Independence Day, Academic and Administrative holiday
July 16	Monday	Last day to withdraw from classes
August 1-2	Wednesday-Thursday	Summer Session examinations
August 7	Tuesday	Summer Session grades due at 10:00 a.m.
October 15	Monday	Final date for removing Spring Quarter and Summer Session 1984 Incomplete grades

*All dates are inclusive dates.
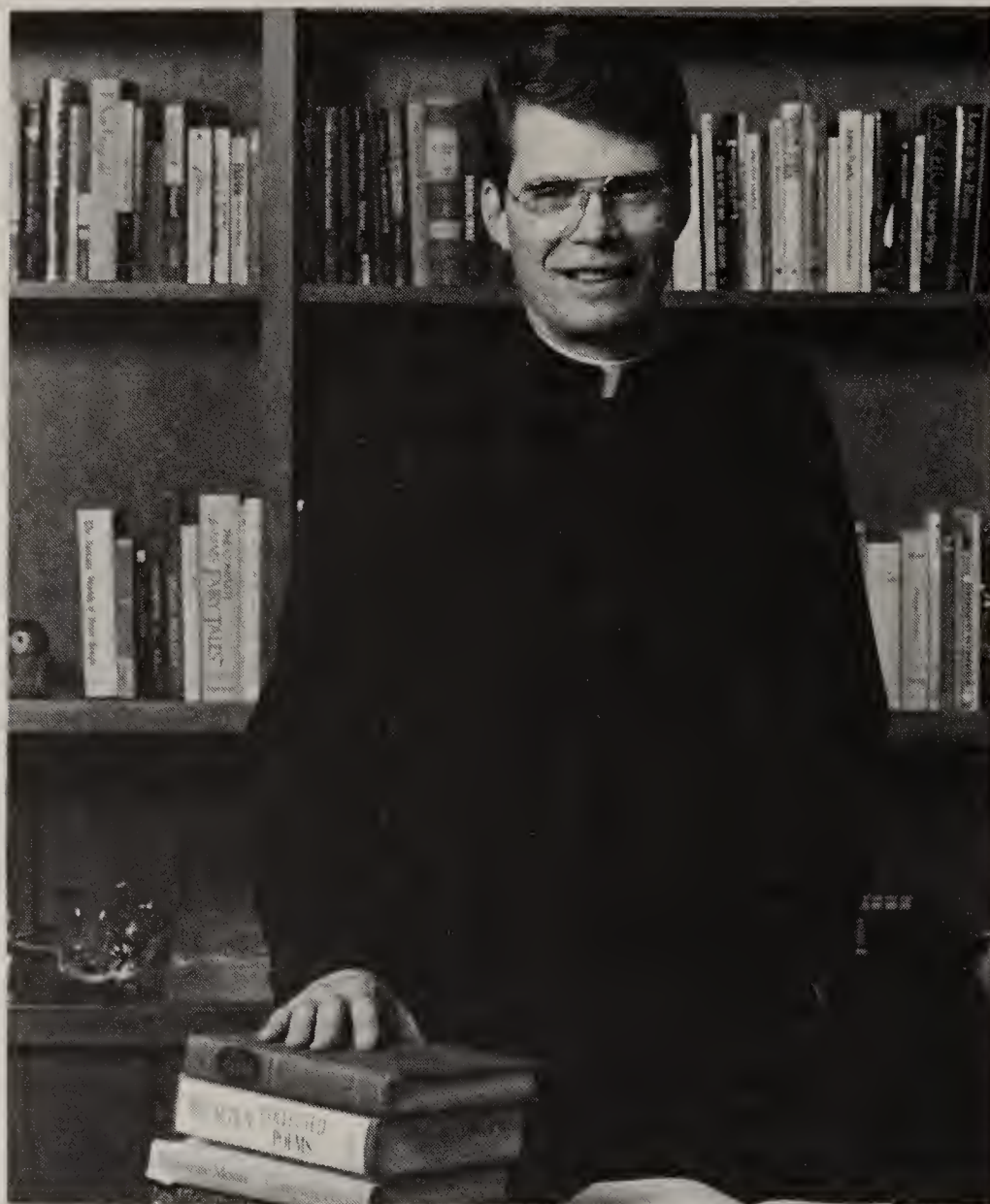
William J. Rewak, S.J., *President*

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André L. Delbecq, *Dean*

A MESSAGE FROM THE DEAN

We are proud of the reputation for excellence which the M.B.A. Program enjoys with business, industry and service organizations. The Thomas and Dorothy Leavey School of Business and Administration enjoys a reputation for excellence based on a distinguished faculty whose scholarship has been internationally recognized; alumni who have achieved eminence in one of the nation's most dynamic economic regions; corporate and professional involvement on advisory boards, active campus recruiting, and support for endowment, scholarships, and research.

Like all schools with fine reputations, the School of Business and Administration at the University of Santa Clara has its own special personality. It is truly a 'professional' school concerned with relating rigorous scholarship to managerial decisions. It does so in a curriculum which is:

Values Oriented
> Committed to the examination of ethics, values, and the human impact of decisions.

Strategically Focused
> Concerned with the whole person, the entire firm, and the societal environment so as to provide a macro viewpoint.

Multi Functional
> Provides a balanced emphasis across functional business specialties (i.e., marketing, finance, accounting, economics, management, production, and decision and information sciences.

Because of the innovative business climate and high technology character of our neighboring industry, particular emphasis is placed on problems of rapidly changing organizations. This concern with innovation includes entrepreneurial as well as mature organizations.

The School's commitment is to the development of leaders who will guide business organizations to a position of vision, competitive strength, and creative service to society. If this approach to business education is appealing, we encourage you to join us in a graduate program of distinction.

André L. Delbecq
Dean

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STATEMENT OF PURPOSE

Inspired by the love of God through human service and the desire to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, the University of Santa Clara declares its purpose to be the education of the human person in the context of its Catholic and Jesuit tradition.

The University is thus dedicated to:

● the continuing development of a community of highly qualified scholars, teachers, students and administrators committed to an uncompromising standard of academic excellence;

● providing an education that, in its emphasis on undergraduate education and in its pursuit of selected high quality graduate and professional programs consonant with such an education, stresses the development of moral as well as intellectual values, an education of the whole person, an education constantly seeking to answer not only "what is" but "what should be";

● the continuing development of an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious commitment, yet a community that is enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;

● offering an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to develop fully as persons, but also to demonstrate the unity of all forms of knowledge and to enable students to assume roles of leadership in the modern world;

● encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that stimulate not only the acquisition of knowledge, but also the creative use of knowledge;

● the continuing development of an academic community in which students, teachers and administrators dedicated to academic freedom and united in the search for truth, are actively involved in formulating and implementing the University's policies.

Board of Trustees
University of Santa Clara
January 22, 1975

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HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan missionary, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Asís.

Three quarters of a century elapsed before the University of Santa Clara, or Santa Clara College as it was known, opened its doors as an institution of higher learning. In the intervening years, however, the mission served as a spiritual center and school for the Indians. Besides religious instruction, the men were taught stockraising, farming, and the building trades; the women, weaving and sewing; the boys, reading, music and religious drama. From 1777 until Mexican government secularization, February 27, 1837, some nine thousand persons were baptized at the mission.

During the early period, the less solidly built mission buildings of the first and second sites were destroyed by the flooding waters of the Río Guadalupe. The third mission church, of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, likewise of adobe, was used temporarily from 1819 to 1825. The larger fifth mission with its quadrangle patio, also of adobe, was completed and dedicated August 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of that quadrangle.

The first site of Mission Santa Clara is marked by a California state historical landmark, located near the intersection of Kifer Road and De La Cruz Boulevard. Crosses mark the second site at De La Cruz Boulevard and Martin Street, and the third site at Campbell and Franklin Streets. The fourth mission church stood in the area between Kenna and Delia Walsh Administration Building on the University campus today.

During the first three decades of the nineteenth century, the old mission enjoyed its most fruitful years. In 1827, well over fourteen hundred Indians lived within sound of the mission's bells. In that year, some 15,000 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the missionaries' guidance.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California missions. The Mexican War of Independence brought turmoil from 1810 to 1821 with resultant decrease of Franciscan personnel and donations in aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the mission. Most of the Indians' lands, cattle, and sheep became the object of spoliation by civil administrators.

In 1827 and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the mission padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco García Diego y Moreno, who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the padres' resistance to governmental encroachment upon the Indians' rights and property had little effect. Finally came full secularization of mission properties, imposed at Mission Santa Clara in early 1837. This ended the effectiveness of the Franciscan missionary endeavor in Alta California. Within a few years, the mission buildings and the Indian lands, cattle, and sheep fell to the possession of the civil officials and their friends.

In the early 1840's a new people and a new way of life came to Alta California. Most of the immigrants were Anglo-Americans, attracted by the rich lands of the Santa Clara Valley. In 1848, the Treaty of Guadalupe Hidalgo ceded California to the United States. Statehood was granted in 1850.

It was in this setting that Santa Clara opened its classroom doors in May of 1851.

The new Bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly Oregon missionaries, to open a college at Mission Santa Clara. During its first academic year, 1851-52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year Santa Clara College received a charter of incorporation from the state of California.* In 1857 the college conferred its first collegiate degree, a Bachelor of Arts diploma, to Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the state of California. By 1858 new scientific apparatus arrived from Paris and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed and distinguished graduates became prominent members of California life. However, it was not until 1912 that the Schools of Law and Engineering were founded. In that same year courses in the Humanities and the Sciences were expanded, too, and the college became the University of Santa Clara. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also amplified in 1926, and the University's School of Business Administration began. In that same year, the old mission church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930's through World War II, the University's enrollment was relatively stable. With the return of many war veterans, came an enlarged student body and new resources. In 1947, for the first time in the University's history, enrollment broke the one-thousand mark. From the post-war period to the present, the face of the campus has been changing and expanding. In 1961 the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, twenty-three new buildings have been added to match the growth in enrollments. Still newer facilities—the Louis B. Mayer Theatre, Leavey Activities Center, and Cowell Student Health Center—were completed in the early seventies.

Although the student body has grown rapidly in the past decade, it has been held at a relatively small size: 3,500 undergraduates and 3,500 graduate and law students. Since 1960, the number of courses taught has more than doubled and educational opportunities of all levels have increased.

In 1964, the University adopted the Santa Clara Plan, an academic plan and calendar, which divides the school year into three eleven-week terms and limits the number of courses a student may take to three or four in each quarter period.

As an independent University supported by tuition and gifts, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, the University of Santa Clara, the first institution to offer classes in higher learning on the West Coast, continues its Mission heritage of service by helping its students equip themselves with advanced knowledge and humanistic values. Academic excellence in a well-balanced human being is the University's goal.

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*THE UNIVERSITY'S LEGAL NAME is: *The President and Board of Trustees of Santa Clara College* to which should be added, *A Corporation, located at Santa Clara, California.* For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c) (3) (ii) tax-exempt organization and it is not classified as a private foundation under section 509 (a) of the IRS Code.

Mission Church

Wisteria Arbor in the Mission Gardens

CAMPUS LOCATION

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay in an area rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. The cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County are within one hour's travel by bus, train or car. In the opposite direction, the Pacific beaches of Santa Cruz are about

A Faculty Staff, and Visitor Permit Parking
B Student and Public Parking
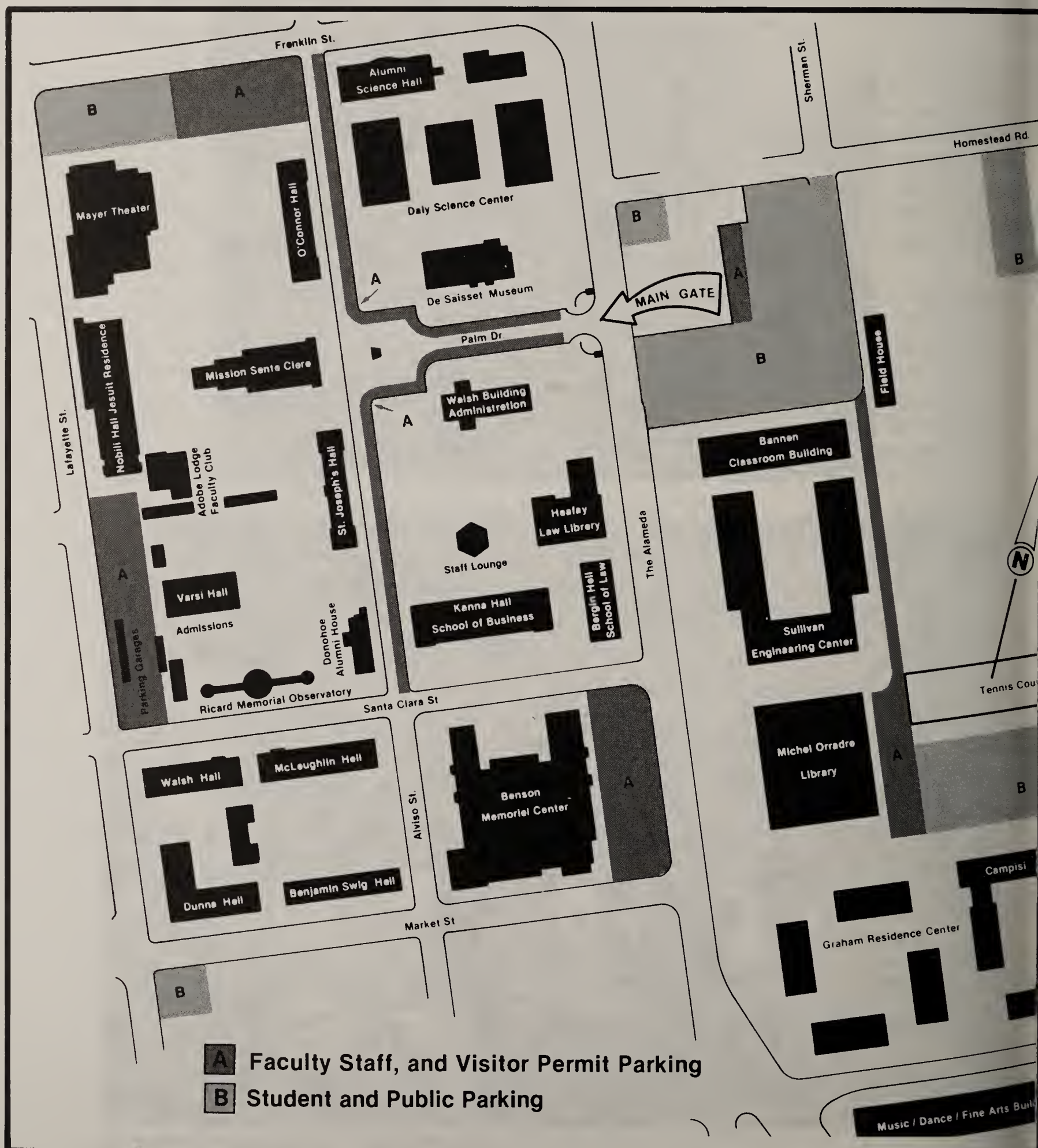
thirty minutes away and the world-famous Monterey Peninsula and Carmel are two hours away.

The University is accessible by major airlines via San Jose Municipal Airport just three miles away and via San Francisco and Oakland International Airports.

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4 degrees and the average minimum 41.6 degrees. The sun shines an average of 293 days per year and the average annual rainfall is about 15 inches.

B

Buck Shaw Stadium

Campbell Ave

Physical Plant Facility

University Day Care Center

Leavey Activities Center

B

Bellomy St

Cowell Student Health Center

Public Safety

A

AGNEW

LAFAYETTE

MONTAGUE

TRIMBLE

OAKLAND RD

17

NIMITZ FRWY.

FRWY. 101

LAWRENCE EXPWY

Calabazas Cr

CENTRAL EXPWY

DE LA CRUZ BLVD

1ST ST

BERRYESSA

UNIVERSITY OF
Santa Clara

WARBURTON

COLEMAN

HEDDING

13TH ST

EL CAMINO REAL

LAFAYETTE

THE ALAMEDA

TAYLOR

JACKSON

SANTA CLARA

Saratoga Creek

MARKET

SCOTT

17

NAGLEE

PARK

MARKET

SAN CARLOS

STEVENS CREEK BLVD

SAN TOMAS EXPWY

280

Guadalupe River

ALMADEN EXP

FRWY.

SARATOGA AVE

WINCHESTER

BASCOM

Los Gatos Cr

MERIDIAN

LINCOLN

PINE

Campbell

HAMILTON

CAMPBELL

THE M.B.A. PROGRAM AT SANTA CLARA

The Santa Clara M.B.A. Program was established in 1958 to prepare men and women to deal effectively with the challenges of management. The program has consistently emphasized academic excellence. The American Assembly of Collegiate Schools of Business (AACSB) awarded the Santa Clara M.B.A. Program accreditation in 1961, in the first group of M.B.A. programs so recognized. The Santa Clara M.B.A. Program has consistently met AACSB's high standards, including admissions criteria, curriculum, scope, and faculty qualifications.

The M.B.A. Program is designed for working professionals who want to study for the M.B.A. while continuing in their present positions. All courses are taught on the Santa Clara campus after 5 p.m. to make them accessible and convenient for those who live and/or work in the Santa Clara Valley.

Most of the 1175 M.B.A. students work full-time and take two courses each quarter. Another 15 percent are enrolled full-time at Santa Clara, taking three or more courses each quarter.

The qualifications of entering students are consistently strong. For students entering in Fall Quarter 1982, the median grade point average was 3.2 and the median GMAT score was 560. Current M.B.A. students come from over 400 different undergraduate institutions, including the following:

Amherst College
Barnard College
Boston College
California Polytechnic University
Carleton College
Carnegie-Mellon University
Claremont University
College of the Holy Cross
College of William and Mary
Colorado College
Columbia University
Cornell University
Dartmouth College
Duke University
Georgetown University
Georgia Institute of Technology
Gonzaga University
Harvard University
Illinois Institute of Technology
Indiana University
Lewis and Clark College
Loyola Marymount University
Marquette University
Massachusetts Institute of Technology
Michigan State University
Mills College
New York University
Northwestern University
Notre Dame University
Oberlin College
Occidental College
Ohio State University
Oregon State University
Pennsylvania State University
Pomona College

Princeton University
Purdue University
Reed College
Rice University
Rutgers University
Saint Louis University
San Diego State University
San Jose State University
Seattle University
Smith College
Southern Methodist University
Stanford University
State University of New York, Buffalo
Tulane University
United States Military Academy
University of Arizona
University of British Columbia
University of California, Berkeley
University of California, Davis
University of California, Los Angeles
University of California, Santa Barbara
University of California, Santa Cruz
University of Chicago
University of Florida
University of Illinois
University of Iowa
University of Maryland
University of Michigan
University of Minnesota
University of Nevada
University of North Carolina
University of Oregon
University of Pennsylvania
University of San Francisco
University of Santa Clara

University of Southern California
University of Texas
University of Toronto
University of Utah
University of Virginia
University of Washington
University of Wisconsin
Vanderbilt University

Vassar College
Wabash College
Washington University
Washington State University
Wellesley College
Whittier College
Williams College
Yale University

Undergraduate majors include: 31% social science, 25% engineering, 18% business, 15% humanities, and 11% natural science. Thirty percent held advanced degrees when they entered the M.B.A. Program—28% Master's degrees, 2% doctorates. Forty percent of Santa Clara M.B.A. students are women.

Most students have three or more years of full-time work experience before entrance. Employers of current students include:

Advanced Micro Devices
Amdahl Corporation
American Microsystems
Arthur Andersen
Applied Technology
Apple Computers
Atari
Avantek
Bank of America
Bank of the West
Bechtel
City of San Jose
Control Data
Dean, Witter, Reynolds
Electromagnetic Systems Lab
Fairchild
FMC
Ford Aerospace
Four Phase Systems
General Electric
GTE Lenkert/GTE Sylvania
Hewlett-Packard
Intersil
IBM
Information Storage Systems

Intel
Lockheed Missiles & Space
Memorex
Mirassou Vineyards
National Semiconductor
Pacific Telephone
Procter and Gamble
Raychem
Rolm Corporation
San Jose Unified School District
Santa Clara County
Signetics
Smith-Kline
Spectra-Physics
Stanford Research Institute
Stanford Medical Center
Syntex
Teledyne Semiconductor
U.S. Government
Underwriters Laboratories
Varian Associates
Watkins-Johnson
Wells Fargo
Western Electric
Westinghouse

Over 4700 men and women have received the M.B.A. from Santa Clara, and many have risen to responsible positions in business, government, and nonprofit organizations. The M.B.A. degree from Santa Clara is highly regarded by the many Bay Area companies which interview on campus and provide tuition reimbursement plans to encourage employees to continue their professional development.

WHAT SANTA CLARA M.B.A. GRADUATES SAY

"As a full-time student, I have found that Santa Clara offers both an excellent education and a sense of community. Students are exposed to challenging academics as well as provided resources in the areas of career planning, job placement, scholarship aid and MBA student association activities."

Paul M. Trevisan, B.A., St. Patrick College; M.B.A. (1983) Santa Clara

"The Program stressed the importance of the problem identification and formulation process in reaching a solution, rather than a solution itself."

John G. Sylvia, B.A., University of Santa Clara; M.B.A. (1981), Santa Clara; Corporate Banking, Bank of America, San Francisco, California

"Because the majority of Santa Clara M.B.A. students are already employed in the business environment, they temper the academic orientation with a valuable practical perspective."

Elaine Erickson, B.A., University of British Columbia; M.B.A. (1981), Santa Clara; Accountant, Arthur Andersen and Co., San Jose, California

"I have been working with other M.B.A.s from nationally ranked programs for several years now. Happily, I have found my Santa Clara M.B.A. prepared me equally well for challenges of a management career in a Fortune 500 Company."

Karla K. Taylor, B.S., Purdue; M.B.A. (1974), Santa Clara; Manager, Business Analysis, FMC Corporation, Santa Clara, California.

"The Program is thorough, current, and technically excellent. It has been a very important factor in reaching my career goals. I have obtained the academic background required to advance quickly through the financial management ranks."

Thomas Archer, B.S.C.; M.B.A. (1976), Santa Clara; Chief Financial Officer, Senior Vice President, M.B. Associates, San Ramon, California

"My basic engineering training did not qualify me to prepare budgets, cash flow statements, or deal with bankers. My courses at Santa Clara helped me to build an idea into my multi-million dollar business."

Jess Kanarek, B.E.E., Brooklyn Polytechnic Institute; M.B.A. (1972) Santa Clara; President, WESCORP/DAL Industries, Inc. Mountain View, California

"The Santa Clara M.B.A. Program provided me with the necessary skills to make the transition from a teaching career to one in public accounting."

Kerry Lorincz, B.A., Creighton; M.B.A. (1977) Santa Clara; Accountant, Lautze and Lautze Accounting Corporation, San Jose, California

"The curriculum lays a solid foundation for long-term career growth by providing skills and experience in all aspects of business-related decision-making."

Arthur F. Kluge, B.A., Park College; M.S., Ph.D., University of Massachusetts, M.B.A. (1977) Santa Clara; Principal Scientist, Syntex Corporation, Palo Alto, California

THE ADMISSIONS PROCEDURE

Preparation

Applicants for admission to the M.B.A. Program must complete a baccalaureate degree from an accredited college or university before registering in the School of Business. No specific pre-business courses are required.

Completing an Application File

Entering students are admitted each quarter. Application forms and instructions are available from the M.B.A. Office. The applicant must:

1. Return two signed copies of the Application for Admission.
2. Furnish two official copies of transcripts from each college or university attended. Write directly to the registrar of each institution and have two transcripts sent directly to the M.B.A. Office. All colleges and universities attended must be listed on the application.
3. Submit the score received on the Graduate Management Admissions Test (GMAT). All applicants must take the GMAT and have their official score reports sent directly to the M.B.A. Office. GMAT applications are available at the M.B.A. Office, or from the Educational Testing Service, Box 966, Princeton, N.J. 08541.
4. Request two recommendations. Recommendation forms are included in the application packet. These should be completed by those who can comment on your academic and/or career performance and potential.
5. Enclose a $25.00 application fee. Checks are to be made payable to the University of Santa Clara.
6. (Applicants whose first language is not English) Take the TOEFL and request that scores be sent directly to the School of Business. A minimum TOEFL score of 550 is required.
7. (Foreign applicants requesting student visas) Submit a financial statement showing adequate funds for tuition, fees, and living expenses for the entire program. In order to be issued Immigration Form I-20, applicant must be accepted as a full-time student taking at least 9 units per quarter.
8. Requests for applications and completed applications, test scores, recommendations, and transcripts should be addressed to:

> M.B.A. Admissions Committee
> Leavey School of Business and Administration
> University of Santa Clara
> Santa Clara, California 95053

All materials submitted become property of the University and will not be returned.

Application Deadlines

Admissions decisions are made on a rolling basis. Applicants may be admitted to begin in the fall, winter, or spring quarters, or for the summer session. The complete application package should be received as early as possible, preferably ten weeks prior to the date of registration for the student to be assured of a place in the desired class.

The Admissions Decision

Applicants are admitted on the basis of academic ability indicated by college records and GMAT scores, demonstrated management potential (including work experience and recommendations), and motivation to undertake a demanding academic program.

Contingent Acceptance

The M.B.A. Admissions Committee may accept a candidate contingent upon the receipt of additional information, such as official notice that the baccalaureate degree has been awarded. The acceptance is canceled if the information is not received before late registration ends in the student's first term.

Deferring Admission to a Later Term

Candidates admitted to the M.B.A. Program may request permission to defer their admission to a subsequent term. These deferments are granted only if there is space available in the class, if the candidate's record merits the deferment, and if the student notifies the Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two terms beyond that for which they were originally accepted. Otherwise, they must formally reapply. Official transcripts of work taken in the interim must be submitted for review prior to the first quarter of enrollment.

Request for Reconsideration

Applicants who are denied admission may request reconsideration by submitting additional information (e.g., new GMAT scores, additional recommendations, etc.) and a $20 reconsideration fee.

Professor Karen Fox, Graduate Education Director with a student

FINANCIAL INFORMATION

Tuition and Fees Per Quarter

Registration Fee .... $ 5.00
This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

Tuition, per quarter unit
        (most classes 3 units)... 145.00
M.B.A. Student Association Membership Dues
        (Optional - Quarterly)... 3.00

Students should come prepared to pay all charges on the day of registration. Remittances should be made payable to the University of Santa Clara. Information regarding periodic statement of account or payment should be directed to the Office of Student Accounts.

Students who have unpaid bills at the University or who defer payment without signed approval are subject to dismissal from the University and as long as such payments remain unpaid, may not receive transcripts of credit nor any diploma.

There are several tuition plans administered by outside financing agencies which are available. Those who plan to avail themselves of one of these plans should request information from the Office of Student Accounts at least three months prior to registration.

Other Fees

Application Charge... $ 25.00
This charge is to be sent with each applicaton form and is not refundable.
Late Registration Fee 10.00
Diploma and Graduation Fee 30.00
Payable in quarter in which degree is granted.

Transcript of grades (rush process) fee 7.50
Deferment Service Fee 25.00
Returned Check Fee 10.00
Charge Card Returned Item Fee (returned unpaid from your
        VISA or Mastercharge Agency)................................. 5.00
Leveling Examination Fee, per examination 10.00
Application Reconsideration Charge 20.00

Refunds

The date upon which written notification of withdrawal is received by the M.B.A. office will be the effective date upon which any refund of tuition will be determined, not the last date of attendance by the student.

A student withdrawing before the second meeting of a class will receive a full refund of tuition. A student withdrawing after the second but prior to the third meeting of a class will receive a refund of two-thirds of tuition. A student withdrawing prior to the sixth meeting will receive a refund of one-half of tuition. No refund of tuition will be made after that time. Appeals for special consideration should be addressed to the M.B.A. Petitions Committee and forwarded to the M.B.A. Office. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

Refund checks for approved graduate course withdrawal are issued by the Office

of Student Accounts (984-4412). This disbursement is obtained by contacting that office.

Financial Aid

Financial assistance for M.B.A. students is available from the School of Business and the Financial Aid Office. Scholarships and grants are administered primarily by the School of Business. Loans and College Work Study are administered by the Financial Aid Office.

Students need not be admitted to the University before making an application for financial aid. However, no offer of assistance will be made before a student is admitted.

Scholarships

Financial assistance is available to graduate business students who have strong academic records and evidence of financial need. Most grants cover partial tuition only and include providing the School assistance with registration, administration or research tasks. Detailed information and application forms can be obtained from the M.B.A. Office.

The School also administers the Woelffel Fund which provides assistance to M.B.A. students who have overcome major personal and family obstacles to success and who require assistance to complete the M.B.A. program.

Loans

Since scholarships and grants are limited, students often seek loans to help meet educational costs. M.B.A. students may qualify on the same basis as other students at the University through the Financial Aid Office. Among those available are National Direct Student Loans and Guaranteed Student Loans. Further information is available from the Financial Aid Office. Since NDSL Loans are limited, students will find it beneficial to begin the process of securing a Guaranteed Student Loan as soon as possible.

College Work Study Program

M.B.A. students may qualify on the same basis as other students at the University. Further information is available from the Financial Aid Office.

Veterans and Veterans' Dependents Assistance

The University of Santa Clara is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans), Chapter 35 (veterans' dependents - son or daughter with parent deceased or 100% disabled; widow of any person who died in the service or died of a service connected disability, or the wife of a veteran with a 100% service-connected disability) and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Officer in their locality to determine eligibility for benefits.

The State of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office.

Placement Center

PLACEMENT

The M.B.A. Placement Coordinator assists students and alumni of the Leavey School of Business with career preparation and professional placement appropriate to their academic training, employment experience, and career goals.

Career seminars and company presentations bring professionals from Bay Area firms and industries to speak on career paths, functional areas, industries, and career opportunities.

Workshops are conducted regularly on resume writing, interviewing techniques, and the job search.

Career counseling is available to students who are undecided about their career goals, interested in changing careers, or who desire to discuss their employment search strategies. In addition, the Office sponsors a six-week Career Planning course during the academic year. The *M.B.A. UPDATE,* a weekly newsletter, is distributed to M.B.A. students and faculty of the School of Business. This newsletter provides information on jobs, special programs, workshops, and other M.B.A. information.

Full-time, part-time, and summer jobs are listed continuously with the Placement Center. Students seeking a change in careers or new employment are encouraged to check these listings.

Each year many national, regional, and local companies and organizations interview on campus. Students graduating in the upcoming academic year or who have completed at least 50% of the M.B.A. Program are eligible to participate in campus recruitment. Campus recruitment occurs primarily between October-December and January-March.

The Career Planning & Placement Center has resource materials to research

career fields and prospective employers. The Reference Library contains company literature and annual reports on local and national firms and organizations. The Career Resource Center houses extensive current career information, company directories, and job search books.

An informal discussion

STUDENT SERVICES

Student Services offers many service centers to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

Black Affairs Office

The Black Affairs Office addresses the varied needs of Black students and promotes understanding and cooperation among members of the University community.

The Office provides peer group counseling, arranges book loans, plans cultural programs and explores employment opportunities. The office also acts as liaison between the University and the Black community of Santa Clara and San Jose, and serves as sponsor of the Black student organization, Igwebuike, to promote mutual interests.

Chicano Affairs Office

The Chicano Affairs Office provides support and assistance to students who identify themselves as Chicanos or Latinos. The office provides personal counseling, cultural programs, learning assistance and community outreach programs. Many activities are sponsored in conjunction with MECHA-El Frente, the Chicano student organization.

Counseling Services and Programs

The Office of Counseling Services and Programs has a staff of professional counselors available to discuss any issues or difficulties that students may encounter. Students are welcome to set up individual appointments with counselors of their choice. No problem is too large or too small for students to avail themselves of this confidential service.

Besides the opportunity to meet with counselors on an individual basis, students are also offered a series of workshops each week throughout each quarter. Topics have included Time Management, Assertiveness Training, Improving Relationships, Dealing with Stress, Eating Disorders, Dealing with Depression, and Adjusting to College Life.

Student Health Center

Health services are located in the Cowell Health Center on campus and are under the supervision of the University Physician.

Students may see the physician by appointment or for emergency drop-in services 9:00 AM to noon and 2:00 PM to 5:00 PM weekdays while the University is in session. Nurses are available 24 hours per day every day. There are infirmary beds for those too ill for dormitory or apartment living but not sick enough to need hospitalization.

All full-time undergraduate students and full-time law students students are eligible for medical care at the center. Graduate students and part-time undergraduate students, upon payment of a mininal health service fee per quarter, are also eligible for medical care. With the exception of drugs, laboratory work, and x-rays, no fee is charged to students using the service.

All full-time undergraduate and law students are required to have a pre-entrance health examination by their personal physician.

Academic Resource Center

The Office of Academic Resources provides academic support services. Students may obtain individual tutors for many undergraduate classes by seeing the Director of Academic Resources. The Drop-In Tutorial Clinic permits students to receive assistance in specific courses without making prior arrangements. Training in study skills, including coping with test anxiety, is available through workshops or on an individual basis. Academic Improvement Groups meet every term to improve general academic adjustment and to help students work out an organized study plan. For students who want to work on their own, there are self-paced instructional programs in comprehension, grammar, memory, spelling, notetaking, and other study skills.

Women's Center

Established in the fall of 1981, the Women's Center provides support for women students as they pursue their education.

The Center maintains a library of books and periodicals on issues of special concern to women.

It also provides a program of workshops in response to student interests and needs.

Michel Orradre Library

The Michel Orradre Library, with 110,000 square feet of space, has some 500,000 books and periodicals. It is an official depository for both California State and United States Government Documents.

The Library has an open shelf plan and is open seven days a week for a total of 106 hours.

Holdings in Biology, Chemistry and Physics are maintained in the Science Library in the Edward Daly Science Center.

More detailed information regarding the use of Michel Orradre Library is available in the Library Handbook published by the library staff.

Leavey Activities Center/Intramurals/Recreation

Leavey Activities Center and the Intramural and Recreation programs are among the most widely used extra curricular outlets at Santa Clara. The Leavey Center has approximately two acres of recreational area for its facilities. Included are the Toso Pavilion for basketball, racquetball courts, volleyball and badminton area, swimming pool, men's and women's locker rooms, weight training section, sauna and steam rooms plus jogging track. With this wide range of facilities and activities, the Center has fulfilled its design for use by students, faculty and staff of the University. It also serves as a setting for cultural and social events. Since the construction of this facility, the Intramural and Recreation programs at Santa Clara have achieved over 80% student participation and maintained a high level of interest, competition, recreation and social activity.

Relaxing outside the School of Business

STUDENT RECORDS

The University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment). Accordingly, the University will release "directory information" to any person upon request, unless a student requests in writing that "directory information" be held private. "Directory information" is designated as:

Student's name,
Sex,
Address (campus, local and/or permanent),
Telephone number,
Date and place of birth,
Major field of study, classification, dates of attendance, degrees, and honors received,
Most recent previous educational institution attended,
Participation in officially recognized activities, including intercollegiate athletics,
Name, weight, and height of participants on intercollegiate athletic teams.

During the fall registration and the academic year in the office of the Vice President for Student Services, students may request in writing that "directory information" be held private. Once filed, the request remains in effect only for the remainder of that academic year.

Certain types of records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded by law from inspection. Third parties shall not have access to education records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Students may inspect their records at the following offices:

a.   Official academic records, including application forms, admissions transcripts, letters of acceptance and a student's permanent Academic Record are on file and maintained in the Registrar's Office.

b.   Working academic files are also maintained by the Deans of a School or College in their respective offices.

c.   Records related to a student's non-academic activities are maintained in the Office of the Vice President for Student Services.

d.   Records relating to a student's financial status with the University are maintained in the Office of Student Financial Services.

Complaints regarding academic records by students may be directed to the Dean of the College or School in which the student is enrolled or the Registrar.

Students having questions regarding the policy on the privacy of records should contact the University Registrar (Walsh Administration Building).

ACADEMIC INFORMATION

Academic Standing

To qualify for the M.B.A. degree, a student must maintain an overall grade point average of 2.25 in all work taken in the School of Business and Administration. A "C" grade is considered a minimum passing grade in each course. A "D" or "F" grade is considered a failing grade, and the units will not be counted toward graduation requirements.

If, at any time, a student's cumulative grade point average falls below 2.25, the student will be placed on probation. Once placed on probation in this manner, a student must raise his or her cumulative grade point average to the 2.25 level in the next term of attendance. Otherwise, he or she will be disqualified from the M.B.A. program.

Residency Requirements

The maximum amount of time a student may remain in the M.B.A. Program without completing the degree requirements is six years, including leaves of absence.

Incompletes

A student may receive an incomplete (I) if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter (not including the Summer Session) whether or not the student is registered during that quarter.

Withdrawals

Students may withdraw from courses two weeks prior to the date on which final examinations begin without faculty approval. After that date, the student must get written approval from the instructor. A student withdrawing before the second meeting of a class will receive a full refund of tuition. Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition for that course. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition for that course. No refunds of tuition will be made after that time.

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When a student withdraws from the University or from a course, a petition form must be submitted to the M.B.A. Office of the School of Business and Administration.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Office of Student Accounts. Students on deferments or National Direct Student Loans must also clear their financial obligations with the Office of Credit and Collections. Refund checks for approved graduate course withdrawal are issued by the Office of Student Accounts. This disbursement is requested by contacting that office. Allow at least two weeks after the add/drop period for processing. (See "Refunds", Page 19.)

Leaves of Absence

A leave of absence will be granted only for a specified period of time and normally not beyond one year. When a student plans to return from a leave of absence, it is necessary to give written notice to the Petitions Committee six weeks prior to date of registration.

Readmittance

Any student who does not register during any quarter of the academic year will be placed on the inactive list unless he or she is given a leave of absence. When a student is placed on the inactive list, an Application for Admission and application fee must be submitted. The student will then be considered for readmission on the same basis as a new applicant. The applicant will also be required to fulfill any additional requirements which the faculty may adopt during the interim period between registrations.

A student who is on a leave of absence or has been placed on the inactive list must also state whether or not any other school(s) has been attended since withdrawing from the University of Santa Clara. If the student has attended another school, all transcripts must be sent to the M.B.A. Admissions Committee, Leavey School of Businesss and Administration, University of Santa Clara, Santa Clara, California 95053. All course work taken in the interim must be satisfactorily completed and the student must be in good standing in order to be considered for readmission.

Concurrent Enrollment

A student in the M.B.A. Program generally will not be allowed concurrent enrollment in the University of Santa Clara's other academic programs or at any other university. Two exceptions are the J.D./M.B.A. combined program and courses taken elsewhere to obtain college algebra proficiency. Other exceptions require prior approval of the M.B.A. Petitions Committee.

Student Petitions and Grievances

Requests for exceptions to School of Business policies must be made in writing and submitted to the M.B.A. Office. Student grievances regarding courses and policies should be directed to the Director of Graduate Education, Kenna 227.

Kenna Hall

THE M.B.A. PROGRAM

The M.B.A. Curriculum

The M.B.A. curriculum is designed to provide each student with depth in the functional areas of business—accounting, economics, finance, management, marketing, and decision and information sciences. Depending on prior academic work, a student must complete from 14 to 23 courses to receive the M.B.A. The courses are shown on the next page:

MBA CURRICULUM

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS	PREREQUISITES
Waivable Tool Courses	**71.293**	Mathematical Analysis	3	College Algebra Proficiency
	13.231	Economic Analysis for Business Decisions	3	71.293
	70.216	Financial Accounting	3	
	70.217	Managerial Accounting	3	70.216
	71.200	Statistical Methods	4	71.293
	71.201	Decision Science	3	71.293 & 71.200 or concurrent enrollment
	71.295	Computer Concepts	3	
	73.260	Organization and Management	3	
	73.265	Social, Legal, Political Environment	3	
Required Courses	**71.208**	Production Management	3	71.200 & 71.201
	72.280	Marketing Management I	3	71.200 & 70.216
	74.245	Financial Management I	3	71.200 & 70.216
Core	**13.232**	Analysis of Economic Conditions I	3	College Algebra Proficiency
	71.207	Management Information Systems	3	71.295
	Any one of the following two:			
	72.282	Marketing Management II	3	72.280
	72.291	Industrial Marketing	3	72.280
	73.268	Organizational Behavior	3	73.260
	74.246	Financial Management II	3	74.245
	Any one of the following four:			
	72.278	International Marketing	3	72.280
	73.270	International Management	3	73.268
	74.251	Inter. Mon. & Fin. Management	3	74.245
	74.254	International Financial Management	3	74.245
Electives	Any four courses offered in conjunction with the M.B.A. Program with the exception of those otherwise required or waived		12	Completion of all Tool Courses and required prerequisites
Capstone	**73.266**	Business Policy	3	71.208, 74.246, completion of the Marketing Core and in final two quarters of attendence

Waivable Tool Courses

Upon admission, a student's background is assessed by the M.B.A. Petitions Committee to determine his or her level of mathematics proficiency, and the student is informed of this assessment with the acceptance letter. This assessment may be challenged by taking the Algebra Leveling Examination administered before each term.

Students with college algebra proficiency, as determined by the Committee or Leveling Examination, are required to take Math Analysis (71.293). Those deemed

not proficient in algebra must complete this requirement prior to the third quarter in residence, or they will be withdrawn from the M.B.A. Program until they complete this requirement. They can demonstrate proficiency by completing, with a grade of "B" or better, an acceptable course at another university or junior college or by passing the College Algebra Leveling Examination. After demonstrating algebra proficiency he or she will be required to complete 71.293.

Eight additional Tool Courses are required. Since Financial Accounting (70.216), Statistical Methods (71.200), and Decision Science (71.201) are prerequisites to Functional Area Courses, students should plan to enroll in these courses as early as possible. In addition, since a knowledge of microeconomics is fundamental to an understanding of business administration, students are encouraged to complete Economic Analysis for Business Decisions (13.231) in their first few terms.

All of the Tool Courses may be waived for those students with equivalent academic work completed in the last six years with grades of "B" or better or who pass the corresponding Leveling Examination.

Required Courses

Required courses cannot be waived but students with academic backgrounds judged by the M.B.A. Petitions Committee to be equivalent to any one or more of the Required Courses will be permitted to substitute other M.B.A. courses. Regulations on substitutions are presented in the Equivalency Rules on pages 31-32.

Electives

Students are required to take four electives (12 units). Any course offered in conjunction with the M.B.A. Program with the exception of those otherwise required or waived is considered an elective. A student may not register for Elective Courses until all of the Tool Courses have been completed or waived unless special permission is granted. No more than three of the four electives can be taken in any one department.

Students who have previously completed graduate courses which are acceptable to the M.B.A. Petitions Committee may be granted up to six units of elective credit.

A student may elect to register for an Independent Study to fulfill an elective requirement. Only one Independent Study is permitted during the program. To apply for permission to do an Independent Study, the student should prepare a complete proposal well in advance of the quarter in which he/she wishes to register for the Study. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the Study. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the M.B.A. Office before registration.

Capstone Course

A Capstone Course is required of every M.B.A. student. Most students take Business Policy (73.266) as their Capstone Course.

In very rare instances students may substitute a Master's thesis for the Capstone Course. To meet the business policy emphasis, theses ordinarily should focus on business strategy issues in an integrative way, drawing on various business fields.

To apply for permission to do a thesis, the student should prepare a complete proposal well in advance of the quarter in which he/she wishes to register for the thesis. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the thesis. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the M.B.A. Office before registration.

EQUIVALENCY RULES

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS AN EQUIVALENT OF:	THEN THE STUDENT MAY:
Prerequisite to 71.293	College Algebra Proficiency	3 or more quarter units in College Algebra or passes the Algebra Leveling Examination	enroll in 71.293
Waivable Tool Courses	71.293 Mathematical Analysis	3 or more quarter units in a course with substantive coverage of both differential and integral calculus or passes the Calculus Leveling Examination	waive 71.293
	13.231 Economic Analysis for Business Decisions	completed substantial work in micro-economics with substantive coverage of the topics in 13.231 or passes the Micro-economics Leveling Examination	waive 13.231
	70.216 Financial Accounting	completed the full sequence of Accounting (minimum 6 quarter units) or passes the Financial Accounting Leveling Examination	waive 70.216
	70.217 Managerial Accounting	completed one course in Managerial Accounting and one course in Cost Accounting (minimum of 6 quarter units beyond Principles course(s) or passes the Managerial Accounting Leveling Examination	waive 70.217
	71.200 Statistical Methods	completed two courses (minimum of 6 quarter units) in Statistics with substantive coverage of Inferential statistics, regression, and ANOVA or passes the Statistical Methods Leveling Examination	waive 71.200
	71.201 Decision Science	completed one course in Management Science (minimum of 3 quarter units) with substantive coverage of the same topics in 71.201 or passes the Decision Science Leveling Examination	waive 71.201
	71.295 Computer Concepts	completed course work with substantive coverage of computer hardware and software concepts and either BASIC or FORTRAN or passes the Computer Concepts Leveling Examination	waive 71.295
	73.260 Organization and Management	completed one course (minimum of 3 quarter units) with substantive coverage of Organization Theory or passes the Management Leveling Examination	waive 73.260
	73.265 Legal, Social, Political Environment	a degree in Business Administration from an AACSB accredited undergraduate program or one course (minimum of 3 quarter units) in the Legal, Social, Political Environment of Business (a course or courses in Business Law is not acceptable), or passes the Leveling Examination	waive 73.265

Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the M.B.A. Program.

EQUIVALENCY RULES (con't.)

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS AN EQUIVALENT OF:	THEN THE STUDENT IS REQUIRED TO:
Required Courses	71.208 Production Management	two courses in Production Management (minimum of 6 quarter units)	substitute an advanced Decision and Information Sciences course for 71.208
	72.280 Marketing Management	two courses in Marketing Management (minimum of 6 quarter units)	substitute an advanced Marketing course for 72.280
	74.245 Financial Management	two courses in Financial Management (minimum of 6 quarter units)	substitute an advanced Finance course for 74.245
	Economics Core	one course in upper division Macro-economics (minimum of 3 quarter units). A Principles of Macroeconomics course is not equivalent	substitute an advanced Economics course for 13.232
	M.I.S. Core	undergraduate degree with a major in MIS or computer science with a g.p.a. in major of 3.0/4.0	substitute an elective for 71.207
	Marketing Core	undergraduate degree from an AACSB accredited program with a major in Marketing with a g.p.a. of 3.0/4.0 in major	substitute an advanced Marketing course (not including 72.282 or 72.291) for Marketing Core
	Management Core	undergraduate degree from an AACSB accredited program with a major in Management with a g.p.a. of 3.0/4.0 in major	substitute an advanced Management course for 73.268
	Finance Core	undergraduate degree from an AACSB accredited program with a major in Finance with a g.p.a. of 3.0/4.0 in major	substitute an advanced Finance course for 74.246
	International Business Core	undergraduate degree from an AACSB accredited program with a major in International Business with a g.p.a. of 3.0/4.0 in major	substitute an elective (not including 72.278, 73.270, 74.251, or 74.254) for the International Business Core
Electives	Electives	graduate credit in an acceptable program equivalent to one or more graduate electives (up to a total of 6 units)	credit granted for a specific course(s) or as a free elective (up to six units)

Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the M.B.A. Program.

Field of Specialization

The M.B.A. at Santa Clara is a generalist degree. Students can, if they wish, specialize through their choice of electives and core course options. However, no more than three of the four electives may be taken in any one department.

Concentration in Accounting

The objectives of the M.B.A. program with a Concentration in Accounting are to prepare candidates for careers as managers and to provide them with basic conceptual knowledge of accounting and an appreciation for the nature, limitation, interpretations and uses of financial information which will serve as foundations for accounting career development in a wide variety of organizations.

Students who wish to concentrate in accounting must take seven electives (21 units) in accounting and related courses. The Seminar in Financial Accounting Theory, 70.225, is required. The other six electives must provide the student with exposure to each of the following areas: financial accounting and accounting theory, managerial cost accounting, management information and computer systems, financial and operational auditing, and taxation.

Prerequisites

Students are responsible for assuring that they have all the prerequisites before registering for a course requiring same. Prerequisites for each course are listed in the appropriate course descriptions in this bulletin with the exception of courses taken as electives, which require completion of all of the Tool Courses as prerequisites. Students registering for courses without the necessary prerequisites at the time of registration will receive no credit or waiver for the course completed regardless of their grade, and will be granted no tuition refund.

Course Waivers Based on Prior Work

The Petitions Committee, in consultation with Department Chairpeople, makes an assessment of the candidate's previous academic record and informs the candidate of the evaluation in the acceptance letter. The equivalency rules used in this and all subsequent evaluations are summarized in the Table on page 31. This initial evaluation may be challenged by the student through a written petition accompanied by documentation, e.g., course syllabi, catalogs, lists of required texts, etc. or by passing the appropriate Leveling Examination. A grade of "B" or better in all courses is required. Relevant courses must have been completed within 6 years prior to acceptance in the M.B.A. Program.

Petitions for course waivers must be filed no later than five weeks before the beginning of the student's third term in residence. The Committee's ruling is final unless new information is made available. Thus, by the beginning of the student's third term in residence, the student will have an approved program of study.

Leveling Examinations

Leveling Examinations are administered before the beginning of each term. A student may take any one Leveling Examination a maximum of two times. Leveling Examinations will not be administered to a student after the beginning of the student's third term in residence. Only the Tool Courses may be waived by passing the corresponding Leveling Examinations.

Graduate Credit

In general, Tool Courses may be waived on the basis of courses completed before admission. In addition, up to 6 units of graduate credit may be granted for Required Courses and Elective Courses if the course taken:

1. was open to graduate students only,
2. was taken by the student as a regularly matriculated graduate student,
3. was completed by the student with the equivalent of a "B" or better,
4. carries graduate credit,
5. is considered by the Petitions Committee to be functionally equivalent to a course or combination of courses offered through the University of Santa Clara's M.B.A. Program, and
6. was completed within six years of entrance of the M.B.A. Program.

THE M.B.A. PROGRAM IN AGRIBUSINESS

Program

The Leavey School of Business and Administration also offers an M.B.A. program in Agribusiness. This unique program is designed for those who are planning a career in the management of agriculture and associated industries.

The primary function of the program is to provide a solid foundation in all major areas of administration with special emphasis on topics which are particularly important in the agricultural sector. However, time also is provided to develop special competence in an area of each person's choosing, including such specialties as production management, marketing, finance, international agriculture, and commodity trading.

Students who enter the program with sufficient academic background and experience typically complete requirements for the M.B.A. degree in 5 to 6 quarters.

Curriculum

The curriculum consists of three parts: courses in the six basic areas of administration, Agribusiness courses, and electives. The electives can be chosen from a wide range of offerings in the School of Business. Emphasis early in the program tends to be on the basic courses which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that each person can begin to relate the basic material to his or her own professional interest. There is an agribusiness capstone course that integrates the course work.

Besides regularly scheduled classes, students have the opportunity to participate in independent research, summer internship, field trips and research conducted by the faculty.

The Institute's calendar is divided into three ten-week quarters during the academic year and one optional session in the summer.

Admission

To be admitted to the Agribusiness program, the student must follow the same procedures specified in the general M.B.A. program section of this Bulletin.

All applications and correspondence on admission should be directed to:

Director
Institute of Agribusiness
Leavey School of Business and Administration
University of Santa Clara
Santa Clara, California 95053
Telephone: (408) 984-4086

J.D.-M.B.A. COMBINED DEGREE PROGRAM*

The J.D.-M.B.A. Combined Degree Program is designed to permit the student interested in obtaining both the J.D. degree and the M.B.A. degree to complete both degrees in less time than if both degrees were earned independently outside the Program. This saving can be acccomplished because certain course work taken at the School of Law can be transferred for credit toward the M.B.A. degree and conversely certain course work taken at the School of Business can be transferred toward the J.D. degree.**

To participate in the J.D.-M.B.A. Program, students must first be admitted to the School of Law. During the first year of the J.D. Program, students complete applications for the M.B.A. Program, following the regular M.B.A. admissions procedures including taking the GMAT.

While enrolled in the program, the student must maintain a satisfactory grade average in each School and:

1. satisfy the academic requirements of each School;
2. complete the number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees (The student must further complete all courses identified as "required" courses by either School); and
3. work out a specific individualized academic program with, and approved by both the School of Law J.D.-M.B.A. Program Advisor and the School of Business J.D.-M.B.A. Program Advisor.

In connection with the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include, among others, Business Organizations, Securities, Regulations, Advanced Corporation and Labor Law in the School of Law; Accounting 216 and 217, Economics 231 and 232, and Finance 245 and 246 in the School of Business. However, in no event shall any such individualized academic program contain more than 12 quarter units at the School of Business for which credit is also obtained at the School of Law; or more than 8 semester units at the School of Law for which credit is also obtained at the School of Business. (Three quarter units at the School of Business would count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law would count as 3 quarter units at the School of Business.)

Under a typical schedule, the student would complete the Program and receive both degrees in 3-1/2 or 4 years. The first year would be spent exclusively in the School of Law. Thereafter, work would be taken concurrently in the School of Business and the School of Law.

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*Students who withdraw from the J.D. Program will not be granted transfer credit towards the M.B.A. degree for courses taken in the School of Law.
**No more than 2 courses taken at other accredited law schools may be accepted for holders of a J.D. degree.

Richard Mulvany, *Advisory Board* **and Fr. Theodore Purcell, S.J.**

EXECUTIVE DEVELOPMENT CENTER

The mission of the University of Santa Clara's Executive Development Center is to act as a partner in solving business problems. The Center collaborates with business to diagnose current problems, anticipate future challenges, and to develop responsive educational programs.

Each of the programs of the Executive Development Center has been designed in consultation with advisors from local organizations. Over 350 managers and administrators have contributed their insight on the educational needs of supervisors, middle managers, and senior executives.

The Executive Development Center presently offers the following programs:

- Executive Seminars in Corporate Excellence

- Economics Symposium

- Conference on Business Ethics

- Managing for Excellence

- Economic Seminars for Business Executives

- Fundamentals of Management

- General Management Seminars

Excellence is a tradition at the University of Santa Clara. The Executive Development Center takes great care to provide quality management education in keeping with this tradition.

Executive education at The University of Santa Clara Leavey School of Business and Administration combines the strengths of academia with those of private enterprise. As a university business school, we strive to discover new knowledge, rigorously test assumptions, and promote analytical thought.

At the same time, we believe it is imperative to produce knowledge which is useful. The practical value of our curriculum is tested annually with 500 participants in the Center's programs. The Center also conducts annual surveys with 1100 MBA's, eighty percent of whom are associated with local organizations.

The Executive Development Center vigorously seeks to combine the wisdom and experience of academics and executives. Together we will shape the vision and the tools for managing our organizations during these days of rapid change.

STUDENT ORGANIZATIONS

Beta Gamma Sigma

Delta Chapter of California is a professional business honor society to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

Finance Club

The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance.
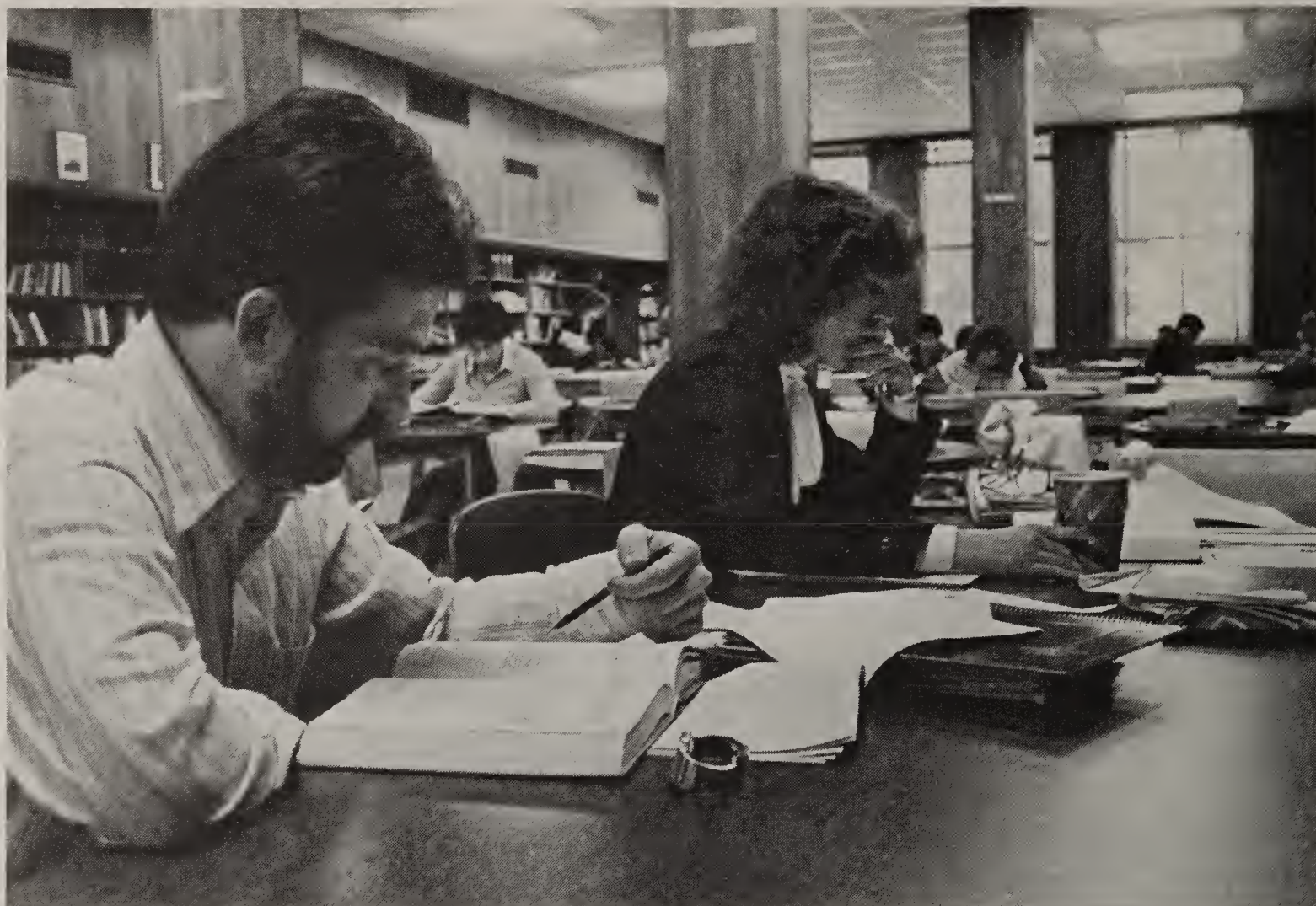
M.B.A. Association

The M.B.A. Association is run by and for M.B.A. students. The objectives of the Association are to foster the study of business and to encourage social interaction among M.B.A. students. To accomplish these objectives, the Association sponsors guest lecturers and finals parties throughout the academic year. This group also functions as a vehicle to relay student concerns, suggestions, and ideas to the University and the School of Business.

Women in Management

A standing committee of the M.B.A. Association, Women in Management is concerned with the unique problems faced by women managers. The primary activity of the group is to sponsor programs, such as speakers, panel discussions, and coffee hours. Women in Management events are open to all students.

Studying in the M.B.A. Reading Room.

COURSE DESCRIPTIONS

DEPARTMENT OF ACCOUNTING

Charles F. Louie, Ph.D., *Chair*

Professors: Eldon S. Hendriksen, Ph.D., Charles F. Louie, Ph.D.
Associate Professors: Marlynn K. Bohman, Ph.D., Paul L. Locatelli, S.J., D.B.A.
Assistant Professors: Dennis J. Collins, Ph.D., James F. Sepe, Ph.D.
Acting Assistant Professor: Neal L. Ushman, M.B.A.

70.216. Financial Accounting (3 units)

An analysis of the accounting principles, conventions, and concepts underlying the preparation of financial reports for investors. Asset and liability measurement conventions and their related impact on the measurement of the income of a business entity are emphasized. No prior accounting background is assumed.

70.217. Managerial Accounting (3 units)

An analysis of accounting data and data collection methods used for management planning, control and decision-making. Profit planning, internal performance reporting, and the uses of accounting information for routine and non-routine decision-making are emphasized. Prerequisite: 70.216.

70.218. Managerial Cost Accounting (3 units)

An intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and by-product accounting, and variable costing. Advanced analysis of budgeting and relevant cost and revenue data for management planning, control and decision making. Designed for students planning to pursue careers in professional and corporate accounting. Prerequisite: 70.217.

70.219. Corporate Accounting I (3 units)

An intensive study of the principles, conventions, and standards governing corporate asset accounting. Current pronouncements of accounting rule-making bodies dealing with asset accounting will be studied and evaluated in the context of the objectives of financial reporting. Prerequisite: 70.217.

70.220. Corporate Accounting II (3 units)

An intensive study of the principles, conventions, and standards governing the accounting for liabilities and stockholders' equity. Other topics covered include the reporting of earnings, reports of financing and investment activities, and the impact of inflation on conventional accounting reports. Prerequisite: 70.217.

70.221. Specialized Financial Reporting Problems (3 units)

An analysis of partnership accounting and installment and consignment sales. Heavy emphasis on business combinations and consolidated financial statements. An overview of governmental accounting and accounting for not-for-profit enterprises. Prerequisite: 70.217

70.223. Taxation I (3 units)

An analysis of the Federal Income Tax with primary emphasis on the taxation of individuals. Topics covered include the definitions of Gross Income, inclusions and exclusions; business and nonbusiness deductions; adjusted gross income and taxable income; and capital assets and capital gains and losses. Prerequisite: 70.218.

70.224. Taxation II (3 units)

An analysis of the Federal Income Tax as applied to distributive shares of partnership income and the application of the tax laws to corporations. Income tax considerations influencing the choice of form of business organization, partnership vs. corporate form, and subchapter "s" treatment of small corporations will also be analyzed. Prerequisite: 70.223.

70.225. Seminar in Financial Accounting Theory (3 units)

Topics covered include the historical development of accounting principles and accounting thought, deductive normative models of accounting, recent developments in empirical research, and the role of accounting information in prediction and decision-making models. The role of research in accounting policy decisions of rule-making bodies will also be discussed. Prerequisite: 70.217. Required for students electing a concentration in accounting.

70.226. Selected Topics in Financial Accounting Theory (3 units)

A critical analysis of current accounting conventions and standards. Current pronouncements on generally accepted accounting principles will be analyzed in the context of financial reporting objectives. Prerequisite: 70.225.

70.227. Planning, Budgeting and Control I (3 units)

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed which quantifies the effect which forecasted sales has on various segments of business. Prerequisite: 70.218.

70.228. Planning, Budgeting and Control II (3 units)

A detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations. Prerequisite: 70.218.

70.231. Auditing I (3 units)

An introduction to the auditor's professional role in American society. Examines the auditing procedures used to accumulate evidence to support an independent opinion on the fairness of management's financial statements. Prerequisite: 70.218. Recommended: 70.219, 70.220.

70.232. Auditing II (3 units)

A continuation of 70.231, including detailed examination of concepts of testing, evidence, internal control and analysis of client systems. Prerequisite: 70.231 or an undergraduate course in Auditing.

70.298. Independent Study

70.299. Master's Thesis

DEPARTMENT OF DECISION AND INFORMATION SCIENCES

Chaiho Kim, Ph.D. *Chair*

Professors: Chaiho Kim, Ph.D., Steven Nahmias, Ph.D.
Associate Professor: Stephen A. Smith, Ph.D., Zeb L. Vancura, Drs. (Econ.)
Assistant Professors: Rajat Deb, Ph.D., Charles A. Feinstein, Ph.D.,
Manoochehr Ghiassi, Ph.D., Hugo Moortgat, Ph.D., Charles Schmidt, Ph.D.
Joseph S. Alemany Professor: Chaiho Kim

71.200. Statistical Methods (4 units)

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Topics include probability theory, sampling techniques, statistical estimation and hypothesis testing, simple and multiple regression analysis, analysis of variance, contingent table analysis, and non-parametric statistics. Prerequisite: 71.293.

71.201. Decision Science (3 units)

Introduction to the use of mathematical models for managerial decisions. The course will focus on applications of common modeling approaches, such as linear programming, decision analysis and queuing, to business problems. Formulation of mathematical models, solution techniques and the interpretation of solutions will be covered. The course will include practical experience in solving mathematical models on the SCU computer systems and specific case study applications at the discretion of the instructor. Prerequisites: 71.293, 71.200.

71.202. Decision Analysis (3 units)

This course will explore how decision analysis may be used to tackle complex decision problems facing business, non-profit, and public enterprises where the decision makers must take into account the uncertainties as well as many conflicting objectives. The purpose of decision analysis is to decompose a problem into two parts, one to deal with the uncertainties and the other to deal with multiple conflicting objectives. This course will examine how interdependent judgmental probabilities may be used to deal with the uncertainties and how scaling of preferences for consequences may be used to deal with conflicting objectives. The class will also review some well known applications of decision analysis. Prerequisites: 71.200 and 71.201 or permission of the instructor.

71.204. Statistical Research Methods I (3 units)

Introduction to multivariate statistical analysis used in research in behavioral science, marketing, psychology, education, and sociology.

This course will provide a basic understanding of multivariate regression and correlation analysis, multivariate analysis of variance, and discriminants function analysis. Extensive use will be made of SPSS and other statistical software packages. Prerequisite: 71.200.

71.205. Statistical Research Methods II (3 units)

This course is the continuation of Statistical Research Methods I. Topics will include canonical analysis, principal components and factor analysis. Extensive use will be made of SPSS and other statistical software packages. Prerequisite: 71.204 or equivalent.

71.206. Computer Simulation Modeling (3 units)

This course will examine how computer simulation can be used for the design and operation of complex processes or systems. The methodological topics to be covered include design, validation, operating procedures, and analysis of results of computer simulation experiments. The examples of the applications of computer simulations to be studied through the course include different types of scheduling such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. Prerequisite: 71.200, 71.295.

71.207. Management Information Systems (3 units)

The conceptual background and structure of computer-based information systems. Both the theory and practice of information systems will be covered in detail. Topics include modern data processing technology and its applications, information structure, systems concepts, systems analysis and evaluations, management and technological consideration of information systems with case studies. Prerequisite: 71.295 or equivalent.

71.208. Production Management (3 units)

A survey of problems and techniques of analysis related to the production of goods and services. Problem areas considered include facility location and layout, demand forecasting, production planning and scheduling, distribution systems, inventory control and material requirement planning, project management, and quality control. The problems are analyzed through the uses of statistical analysis, decision science techniques, as well as intuitive and heuristic rules. Some cases are used to facilitate class discussions and to emphasize an integrated approach to decision making. Prerequisites: 71.200, 71.201.

71.209. Advanced Production Management (3 units)

This course will explore in some depth two or three areas of Production Management. Topics may be selected from the following areas: inventory control, aggregate planning and master scheduling, materials requirement planning, job shop scheduling and assembly line balancing, facility location and layout, quality control and forecasting methods. Prerequisite: 71.208.

71.212. Advanced Decision Science (3 units)

This course will explore in great depth one or possibly two important topics in the areas of Management Science and Operations Research. The topics selected will depend on the mutual interests of the students and the instructor. Some of the topics which may be selected for study are the network optimization, integer and combinatorial programming, nonlinear programming, stochastic programming, Markov chains, optimization for large systems, inventory theories, queuing theories, and the game and competitive bidding theories. Prerequisites: 71.200, 71.201.

71.214. Office Information Systems (3 units)

An introduction to the management and design of office information systems. Topics include general techniques for selecting and evaluating office information systems, such as work flow analysis, load balancing and throughput models and reliability and productivity measures. Detailed applications in terms of currently available equipment will be studied, and implementation problems and organizational issues will be surveyed. Students will also obtain practical experience in office systems through the use of the SCU computer systems and interaction with local office systems companies. Prerequisite: 71.201.

71.215. Forecasting Methods (3 units)

The objective of this course is to enable the student to (1) identify analytical methods that are likely to be successful in a given forecasting situation, and (2) evaluate the alternatives in order to select the most appropriate method consistent with data, accuracy and cost considerations. Topics include: time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. Prerequisites: 71.200, 71.201.

71.293. Mathematical Analysis (3 units)

The general purpose of this course is to enable the student to acquire a basic background and understanding of fundamental concepts and manipulations of differential and integral calculus. Prerequisite: Satisfactory score on Algebra Leveling Examination or permission of Petitions Committee.

71.295. Computer Concepts (3 units)

Concepts, techniques and problems related to the use of the computer in the solution of business problems. Programming using high level languages in both timesharing and batch environment. Topics include sequential and non-sequential file processing, data structure and their applications, report generation, and computational algorithms. Prerequisite: Algebra Proficiency requirement completed.

71.296. Physical Data Base Design (3 units)

This course studies the methodology for the design of (physical) file structures to support large, single and multiple file applications in both batch and online environments. The topics covered include: data structures; file structures; file access methods; file manipulation; trade-offs between performance, complexity, processing cost and storage cost; back-up and security. Special attention is paid to file structures to support generalized data base management systems. Prerequisite: 71.207.

71.297. Data Base Management Systems (3 units)

A study of generalized data base management systems with special emphasis on the logical or conceptual (as opposed to physical) aspects of those systems: data models as models of the real world; the relational, network and hierarchial data models; logical data base design; specialized languages for data base management; data base management system facilities and data base administration. Prerequisite: 71.207.

71.298. Independent Study (3 units)

71.299. Master's Thesis (3 units)

Department of Economics

Harold Shefrin, Ph.D., *Chair*

Professors: Mario L. Belotti, Ph.D., William F. Donnelly, S.J., Ph.D
J.M. Heineke, Ph.D., Thaddeus J. Whalen, Jr., Ph.D.
Associate Professors: Henry G. Demmert, Ph.D., Alexander J. Field, Ph.D.,
Thomas Russell, Ph.D., Harold Shefrin, Ph.D.
Assistant Professors: Pauline Andrews, Ph.D., Richard T. Coz, S.J.,
Alan .H. Taylor, Ph.D.

Visiting Acting Assistant Professor: Laurence R. Iannaccone, M.S.

13.231. Economic Analysis for Business Decisions I (3 units)

The purpose of this course is to provide students with an understanding of economics as it relates to the decisions they will make as managers. The course will discuss the general principles of demand, production, and costs, and will relate these principles to the traditional functional areas of organization theory, finance, marketing, accounting, and production management. Prerequisite: 71.293.

13.232. Analysis of Economic Conditions I (3 units)

The focus of this course is on the macro, or aggregative aspects of the economy. The course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze and cope with aggregate economic phenomena.

13.233. Analysis of Economic Conditions II (3 units)

The objective of this course is an in depth study and analysis of selected macroeconomic topics. Emphasis will be placed upon the effects of expectations in a process of aggregate dynamic adjustment together with a presentation of the elements of growth theory and macrodynamics. Prerequisites: 13.231, 13.232.

13.234. Analysis of Business and Economic Data (3 units)

This is a course designed to provide tools which are useful in extracting decision-making information from business and economic data. Emphasis is on the development of single equation linear regression models and on the role of such models in predicting future values of economic variables. The principle of "learning by doing" will be used throughout, whereby the student will be asked to design a model, gather data, estimate the model, make predictions using the model and finally develop criteria for evaluating the quality of such predictions. Statistical problems which are unique to business and economic data are also discussed. Prerequisite: 71.200.

13.235. Urban Economics (3 units)

This is a course concerned with problems of the urban economy. Emphasis is on the planning function of managers of urban areas, especially with respect to location, land use, housing and transportation. Prerequisites: 13.231, 13.232.

13.236. Economics of the Public Sector (3 units)

This course focuses on the role of government as both producer and regulator in the mixed market economy. Topics include benefit-cost analysis of public sector projects, direct government regulation of industry, antitrust policies and the regulation of competition, and the economics of government bureaucracy. Prerequisite: 13.231 or equivalent (intermediate microeconomics).

13.237. Economic Analysis for Business Decisions II (3 units)

In this course, a wide range of firm decision problems are explored under a number of assumptions concerning firm goals, market "conditions" and firm technology. The focus throughout is on using economic theory as a framework for business problem solving. Topics include an analysis of the role of demand, production and cost functions in business decisions and their use in reaching the "best" decisions. Course work and assignments emphasize systematic use of available information in solving business decision problems. Prerequisites: 13.231, 13.232.

13.238. Econometrics (3 units)

In this course a number of topics in modeling and prediction more specific than those discussed in Analysis of Business and Economic Data are presented. Such topics might include pooling time - series and cross-section data, errors in variables, handling missing observations and the use of qualitative variables in predictive models. The course will be focused around that ubiquitous characteristic of business and economic models - simultaneous equation systems. As in all courses in this sequence, a crucial portion of the learning process will be student specification, estimation and identification and testing of a simultaneous equation model. The predictive ability of estimated models will also be assessed. Prerequisites: 13.231, 13.232, 13.234.

13.241. Money and the Economy (3 units)

This course focuses upon the financial system as a whole. Specifically, the course deals with the basic determinants of the supply of and demand for loanable funds; the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors upon interest rates, the impact of changes in interest rates, money supply, and loanable funds upon the level of economic activity. The conceptual framework employed throughout the course is the flow of funds. Prerequisite: 13.232.

13.242. International Economics (3 units)

This course will focus on the international economic environment and the relationship between public policy and international business activity. The emphasis will be upon the application of principles and techniques of economic analysis to the following topics: Foreign trade and the national economy; the means of international payments; foreign exchange markets; investment overseas; balance of payments effects; competition and specialization; national attempts at control; international agreements and institutions; and changing patterns of investment and trade. These topics will be treated in class lectures, discussions and short papers on policy issues of current interest. Prerequisites: 13.231, 13.232.

13.243. Industrial Organization (3 units)

An advanced analysis of competition and business policy including the theory of price and non-price competition in different market structures. Emphasis is placed upon the structure, conduct and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. Prerequisite: 13.231.

13.244. Manpower Problems (3 units)

This course will examine the following topics: a) the manpower implications of technological change in advanced economy; b) the determinants of technological change; c) the relative impacts of supply oriented manpower programs versus aggregate demand measures in dealing with unemployment; d) education and its economic implications, especially vis-a-vis manpower question; e) problems of racial and sexual discrimination; f) poverty in its employment related aspects. The course will build upon the student's training in macro- and microeconomic theory and quantitative methods to gain an appreciation of and some expertise in the area of human resource questions. Prerequisites: 13.231, 13.232.

13.245. The Economics of Planning (3 units)

This course will survey the various theories and principles of economic planning adopted under different economic systems, but with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output and mathematical programming; (2) techniques of investment decision and project selection with special emphasis on cost benefit analysis; (3) balance of payments strategies and policies; and (4) optimal fiscal and monetary policies in the development context. The course will be technique oriented and the case method will be used throughout. Prerequisites: 13.231, 13.232.

13.246. Business and Economic Forecasting (3 units)

This course is a hands-on approach to practical forecasting requiring very little background, in which a variety of statistical techniques used to predict business and economic time series will be explored. These techniques, known variously as Box-Jenkins techniques, time series analysis techniques and assorted other designations, represent a totally different approach to forecasting than that discussed in 13.234 and 13.239. The course will proceed by requiring students to furnish a forecasting problem of interest and then provide a series of forecasting techniques which can be used to make use of available computer problems to develop increasingly accurate "solutions" to his/her forecasting problem. Prerequisites: 13.231, 13.232.

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13.247. Energy, Natural Resources, and the Environment (3 units)

This course explores the many facets of energy and environmental policy and natural resource management. The main issues treated deal with questions concerning the appropriate rate of energy use, the environmental and foreign policy implications of energy policy, and a number of public policy questions concerning energy. Class discussion of government policy in these areas will focus on key pieces of current legislation. This legislation and its subsequent effects will be subjected to analysis and evaluation using the tools of microeconomic theory. The question of the appropriate extent of governmental intervention in energy markets will be addressed. Prerequisite: 13.231.

13.252. Business Strategy and Theory of Games (3 units)

This course deals with some general techniques for analyzing situations in which strong conflicts of interest are present. Types of situations with this characteristic are quite varied, from competitive bidding and labor negotiations to firm pricing policy in markets with strong rivals. These topics and a number of related topics which arise in situations of business conflict are discussed throughout the course. Prerequisite: 13.231.

13.298. Independent Study (3 units)

13.299. Master's Thesis (3 units)
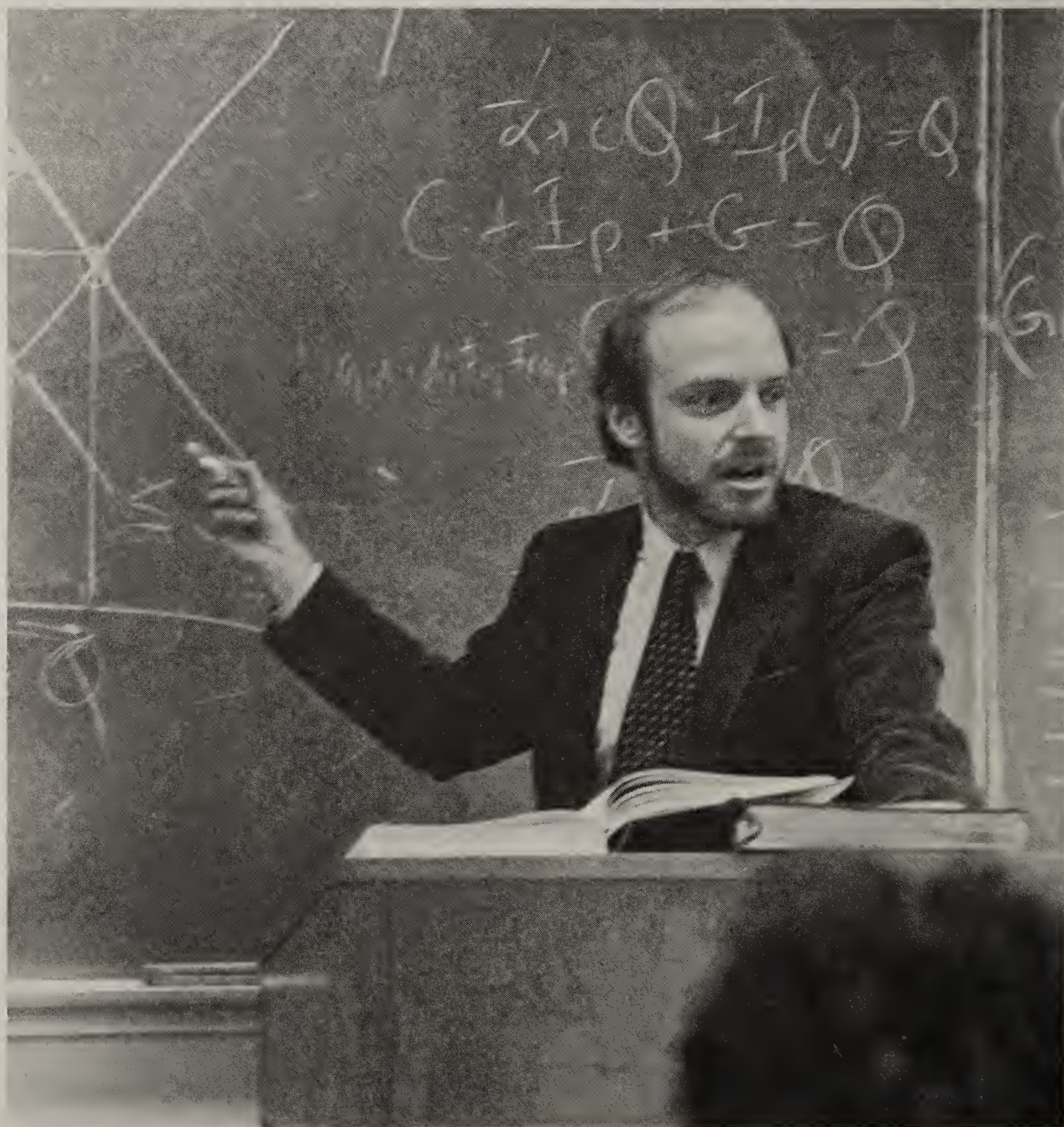
Professor Alex Field, *Economics Department*

Department of Finance

Wayne Y. Lee, Ph.D., *Chair*

Professor: Francis J. Corrigan, Ph.D.
Associate Professors: Charles P. Harper, Ph.D., Wayne Y. Lee, Ph.D.,
Pretorius Van den Dool, Ph.D.
Assistant Professor: Edward R. Omberg, Ph.D., Meir Statman, Ph.D.

74.245. Financial Management I (3 units)

This course introduces the basic concepts of valuation and the general problem of financial management, which deals with asset acquisition, financing, and the evaluation of financial performance. The techniques of financial analysis, funds flow planning and forecasting, and the impact of operating and financial decisions on risk are discussed. Additionally, the investment in and financing of short-term assets, the profitability of investment in long-term fixed assets, and the determination of required rate of return for capital investment are examined. Prerequisites: 70.216, 71.200.

74.246. Financial Management II (3 units)

In this course the principles of capital budgeting are reviewed with particular emphasis on the application of valuation concepts to address the issues of long-term financing: optimum capital structure and cost of capital, as well as dividend policy. Additional topics covered may include the uses and characteristics of alternative forms of securities such as warrants and convertibles, as well as mergers and acquisitions, bankruptcy and reorganization, and leasing. Prerequisite: 74.245.

74.247. Dynamics of the Financial System (3 units)

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 74.245.

74.248. Seminar in Finance (3 units)

Develops the microeconomic foundation of current financial theory and practice. Focus is on the intertemporal choice problem under certainty and uncertainty, the role of securities in the allocation of risk, asset and contingent claim pricing in exchange market equilibrium, production and informational market efficiency. Prerequisite: 74.246 or consent of instructor.

74.249. Investment Portfolio Management I (3 units)

An introductory course into the nature and functions of securities markets, and the types of financial instruments traded. The organization, operation, and regulation of these markets are discussed. Considerable attention is devoted to the analysis of common stocks and bonds, as well as to the uses of options and futures contracts for hedging and speculation. Rudiments of portfolio management and diversification are presented. Prerequisite: 74.246.

74.250. Seminar in Financial Research (3 units)

A course designed to enable students to apply their knowledge of finance and research skills to a broad range of finance topics. Prerequisite: 74.246.

74.251. International Monetary and Financial Relations (3 units)

This course examines in depth the functioning of the international monetary system and international financial arrangements. Topics covered include: transfer of international payments; foreign exchange markets; balance of payments; international liquidity; international portfolio and direct investment; international financial markets and institutions; international banking. Prerequisite: 74.245.

74.252. Risk Management and Insurance (3 units)

A survey course to acquaint the student with the general principles of insurance and their application to financial management. Prerequisites: 74.245, 74.246.

74.253. Life Insurance (3 units)

Topics include: the role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. Prerequisites: 74.245, 74.246.

74.254. International Financial Management (3 units)

This course deals with the financial problems of firms operating internationally. Topics covered: internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, import and export financing. Prerequisite: 74.245.

74.255. Real Estate Finance (3 units)

A study of the risks, practices and problems involved in financing and investing in real property. Through case studies, analysis will be made of the economic background of cities, urban growth and structure and land use policies. Prerequisite: 74.246.

74.256. Management of Financial Institutions (3 units)

This course is concerned with the general management and policies of financial institutions. Although emphasis is placed upon commercial and investment banking activities, attention is also given to thrift institutions, insurance companies, and other financial intermediaries. Prerequisite: 74.246.

74.257. Investment Portfolio Management II (3 units)

Treats advanced issues in investment theory and practice. The specific topics covered will vary from offering to offering but are typically drawn from the following areas: market efficiency, portfolio and capital market theory, valuation of securities including options and futures contracts, empirical tests of asset pricing models, and the investment psychology and behavior of investors and the market. Prerequisites: 74.246, 74.249 strongly recommended.

74.258. Real Estate Investments (3 units)

An advanced treatment of investment analysis and portfolio management as applied to real estate investments. Topics: asset valuation theory, appraisal theory, risk and return measurement. Case studies.

74.298. Independent Study (3 units)

74.299. Master's Thesis (3 units)

Department of Management

James L. Hall, Ph.D., *Chair*

Professor: André L. Delbecq, D.B.A.
Associate Professors: James L. Hall, Ph.D., Joel K. Leidecker, Ph.D.,
Dennis J. Moberg, D.B.A., Barry Z. Posner, Ph.D.
Assistant Professors: David F. Caldwell, Ph.D., Peter K. Mills, Ph.D.,
David Palmer, Ph.D.
Acting Assistant Professors: Jeanne M. Logsdon, B.A.

73.260. Management I - Organization and Management (3 units)

An exploration of the concepts, models, and applications of contemporary organization theory. Topics include goal setting, organization structure, planning and control systems, formal communication flow, and decision-making. Applications to ongoing organizational problems are stressed.

73.261. Social Psychology of Management (3 units)

Continuation of 73.268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Focus on skills such as assertiveness, conflict resolution, small group leadership and group decision-making. Diagnostic skills emphasized. Prerequisites: 73.260, 73.268.

73.263. Managerial Decision-Making and Problem-Solving (3 units)

The process of defining, analyzing and implementing management decisions with special emphasis on the application of the behavioral and administrative sciences. Quantitative analysis is not included. Prerequisites: 73.260, 73.268.

73.264. Personnel Administration (3 units)

Exposure to the role and functions of the personnel department in business organizations, with particular emphasis on employment planning, selection and placement, employee evaluation, training and development, compensation systems and legislation impacting personnel policies. Prerequisites: 73.260, 73.268.

73.265. Legal and Social Environment of Business (3 units)

An investigation of the political, social, and legal environment in which the business enterprise operates. Topics include the historical development of capitalism and the American political economy, contemporary interactions of government and societal institutions with the corporation, and the agenda of issues that constitute business-society interaction in the 1980's. Course includes lectures and extensive case discussions.

73.266. Business Policy (3 units)

Business Policy has a General Manager perspective and serves as the capstone course for the MBA program. The integration of the different functional areas of the firm is a part of this approach. Topics covered include: strategic planning, strategy formulation and implementation, industry and competitor analysis, and firm-specific resource analysis. The course is heavily oriented to the case method which is supported by conceptual and applied readings as well as lectures. Prerequisites: 13.232, 71.208, 74.246 and the marketing core requirement (72.280 and 72.282 or 72.291). Business Policy should be taken in the final two quarters of the student's M.B.A. Program.

73.267. Union-Management Relations (3 units)

This course allows non-specialist students to become more aware of the importance of labor issues to overall organizational success. Topics include: labor law; union organizing campaigns; determining appropriate labor policy; negotiation behavior and strategy. The course is case-oriented. Prerequisites: 73.260, 73.268.

73.268. Management II - Organizational Behavior (3 units)

Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes such areas as: human motivation; group dynamics; interpersonal relationships; leadership; management of conflict and change as an organizational variable. Prerequisite: 73.260.

73.269. Communications (3 units)

The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations. Prerequisites: 73.260, 73.268.

73.270. International Management (3 units)

This course examines several issues and problems confronting managers in international operations. Two specific areas covered are: operational strategies and structures, and institutions by which international operations are negotiated and regulated. The course involves a blend of conceptual material and case analyses. Prerequisites: 73.260, 73.268.

73.271. Seminar in Comparative Organization Theory (3 units)

This course has two related objectives. First, it examines in depth, available research concerning the effectiveness of current organizational designs. Secondly, it reflects an awareness of the increasing importance of the service sector in our economy by involving members of the class in research on a variety of organizations, schools, unions, prisons, and hospitals. Prerequisites: 73.260, 73.268.

73.273. Seminar in Organizational Behavior (3 units)

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis, group learning processes and non-academic resource personnel. Prerequisites: 73.260, 73.268.

73.274. Career Development (3 units)

The objectives of the course are for the student to learn concepts regarding career dynamics in organizations; and to formulate an individual career development plan based upon the understanding of organizational concepts, self-assessment of interests, values and skills, and the study of the professional labor market. Prerequisites: 73.260, 73.268.

73.275. Society and the Environment (3 units)

This is a seminar course which examines the role of business in modern society, with special emphasis on managerial decision making. Topics are determined by the business socio-political milieu at the time the course is offered. The course structure includes current topical readings, seminar discussion, lecture, case method and outside resource persons. Prerequisite: 73.265. It is recommended that the student should have completed the majority of required courses.

73.297. Seminar in Management Ethics (3 units)

The purpose of this seminar is to help the manager integrate ethics with management decisions. The goal is to integrate the manager's concern for the welfare of people with competent management. This course is taught by the Charles J. Dirksen Professor of Business Ethics. Specific issues addressed are a function of the current environment and the special interests of the professor. (Limited to 20 students.) Prerequisites: 73.260, 73.268.

73.298. Independent Study (3 units)

73.299. Master's Thesis (3 units)

DEPARTMENT OF MARKETING

Shelby McIntyre, Ph.D., *Chair*

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Moshe Handelsman, Ph.D.
Lecturer: Mary Ann Odegaard Kriewall, Ph.D.
Glenn Klimek Professor: Albert V. Bruno

72.276. Marketing for Nonprofit Organizations (3 units)

Examination of the meaning and role of marketing in nonprofit organizations such as hospitals, schools, and public agencies. This course seeks to develop knowledge and skills in analyzing the marketing problems and opportunities facing nonprofit organizations and in designing sound marketing plans to help these organizations realize their objectives. Prerequisite: 72.280.

72.277. Product Market Planning and Strategy (3 units)

This course covers the strategic decision of product and market selection and an examination of the role of innovation in light of the firm's objectives. The decision process for the management of new products is introduced, and analytic tools to aid the product manager at different phases of the decision process are developed. Prerequisites: 72.280, 72.282.

72.278. International Marketing (3 units)

This course deals with the principles, instruments and institutions of international marketing. The course covers international marketing issues relevant to developing foreign markets through exports, licensing, joint ventures and multinational operations. Prerequisite: 72.280.

72.279. Small Business Entrepreneurship (3 units)

This course is concerned with the evaluation of venture ideas and the conversion of these ideas into viable ventures. Class time is devoted about equally to a discussion of cases, lectures, and presentations by guest lecturers who have had experience relating to the starting of new enterprises (e.g., bankers, attorneys, entrepreneurs). Each member of the class is asked to develop a five-year business plan for a new enterprise as part of the course. Prerequisites: 72.280, 74.245.

72.280. Marketing Management (3 units)

This course focuses on the analysis of principles and methods of marketing from the viewpoint of management. The course covers the role of marketing in business, the nature of marketing organizations and institutions, and an introduction to marketing decisions and the environmental influence on them. Lectures will be supplemented by discussion of cases which are typical of situations faced in marketing management. Prerequisites: 71.200, 70.216.

72.281. Marketing Theory (3 units)

Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing in its social, political, legal and economic environment. Prerequisite: 72.280.

72.282. Marketing Management II (3 units)

This course exposes the student to a variety of decisions required for the effective marketing of goods and services for the consumer, industrial, and nonprofit sectors. This course relies primarily on the case method of instruction and requires a high degree of student participation. Prerequisite: 72.280.

72.283. Buyer Behavior (3 units)

The application of behavioral sciences to the understanding of buyer behavior. Decision processes of both consumer and industrial buyers are studied. The influences of such behavioral concepts as motivation, personality, learning, perception, attitude, reference groups and culture on specific areas of consumer decision making is investigated. A term project of the student's own choosing (related to some aspect of either consumer or industrial marketing) constitutes the major portion of the course grade. Prerequisite: 72.280.

72.284. Advertising Management (3 units)

A study of the role of advertising in marketing, the communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluating advertising results. Prerequisite: 72.280.

72.285. Sales Management (3 units)

Managing the sales function incorporating current management and quantitative techniques together with concepts from the behavioral sciences. The various duties of the sales manager are studied in detail, but particular emphasis is placed upon the integrative nature of the tasks. Making decisions within a simulated sales environment is an integral part of the course. Prerequisite: 72.280.

72.288. Concepts and Techniques in Marketing Research (3 units)

The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. The course considers issues in research design and data analysis. Prerequisite: 72.280.

72.289. Management of the Marketing Research Process (3 units)

Evaluation of marketing research as an input to solving marketing problems; the use and usefulness of marketing research information to marketing managers; more emphasis on information as input to marketing problems, less on research design and data analysis. Prerequisite: 72.280.

72.290. Retailing (3 units)

Primary emphasis is directed to the problems and opportunities facing retail institutions today in a complex and dynamic environment framework. Modern management methods and tools for interrelating marketing and financial strategies are reviewed and illustrated. Case problems involving policy and procedure planning by firms of all sizes are assigned for analysis. Students will be asked to observe and analyze an actual retailer. Prerequisite: 72.280.

72.291. Industrial Marketing (3 units)

The application of marketing techniques to meet the needs of the producer, re-seller, and government markets. An industrial managerial viewpoint is emphasized and findings from the behavioral and quantitative sciences are used as the foundation for determining a successful marketing mix. Both lectures and case discussions are used to highlight the principles involved. Prerequisite: 72.280.

72.298. Independent Study (3 units)

72.299. Master's Thesis (3 units)

Institute of Agribusiness

Charles French, Ph.D., *Director*

Professor: Charles French, Ph.D.

Associate Professor: James A. Niles, Ph.D.

W. M. Keck Foundation Professor: Charles French

75.330. Environment of the Agribusiness Firm (3 units)

This introductory course assesses the economic, social, legal and political environment of the agribusiness firm. Emphasis is on current issues both in the United States and International Agribusiness. Characteristics of agricultural industries are examined. Background is provided to increase the understanding of the forces that affect and influence directly the decisions made by agribusiness managers.

75.361. Agribusiness Production Management (3 units)

Principles and procedures for management and efficient use of resources in production, processing, and handling of agriculture inputs and products. Coordination between stages and temporal, spatial, and form dimensions of products are addressed. Short run and long run decisions are examined. Application of theory and quantitative methods is stressed.

75.370. Agribusiness Finance (3 units)

Concepts, processes, and institutions involved in financing agricultural operations. Financial analysis and financial management problems of agribusiness firms. Structure of capital markets and sources of funds for agricultural operations. Students conduct case analysis and preparation.

75.371. Managing the Agribusiness Enterprise (3 units)

The capstone course integrating problems of production, marketing and finance as they relate to management decisions of agribusiness firms. Policy development and formulation of agricultural operations. Case analysis of agribusiness firms is stressed.

75.381. International Agribusiness Marketing and Development (3 units)

Concepts, processes, and institutions involved in the international marketing of agricultural products. Size and importance of international markets, international trade flows, tariffs and trade barriers and role of private firms in economic development. Students conduct case analysis and preparation.

75.382. Commodities and Futures (3 units)

An introductory course that focuses on the commodities traded on futures exchanges. A highly applied course, it is designed to improve the student's ability to analyze a commodity system and put this to beneficial use. Topics include the function and operation of futures markets, price movements and determinants of price, speculative trading approaches, and technical and fundamental analysis. Students play a computerized trading game where they invest in the commodities market.

75.383. Commodities and Risk Management (3 units)

Risk Management techniques are explored. The student is introduced to the commodity futures market from speculative and hedging points of view. Topics include function and operation of futures markets, price movements, determinants of price risks, and development of management information systems. Students play a computerized trading game utilizing real market prices.

75.390. Field Experience (3 units)

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis.

75.391. Independent Research (3 units)

A written in-depth study in an area approved by a member of the Agribusiness faculty, usually involving field collection of data.

Professor Charles French, *Director, Institute of Agribusiness*

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FACULTY

ENDOWED ACADEMIC CHAIRS

University

Joseph S. Alemany Professor: Chaiho Kim (Decision and Information Sciences)

John Nobili Professor: Theodore J. Mackin, S.J. (Religious Studies)

Phil and Bobbie Sanfilippo Professor: Richard K. Pefley (Mechanical Engineering)

College of Arts and Sciences

Austin Fagothey Professor: John E. Smith (Philosophy)

Harold and Edythe Toso Professor: Victor Vari (Italian)

Michael and Elizabeth Valeriote Professor: Gerald L. Alexanderson (Mathematics)

Leavey School of Business

Charles J. Dirksen Professor of Business Ethics: Clarence C. Walton

Glenn Klimek Professor: Albert V. Bruno (Marketing)

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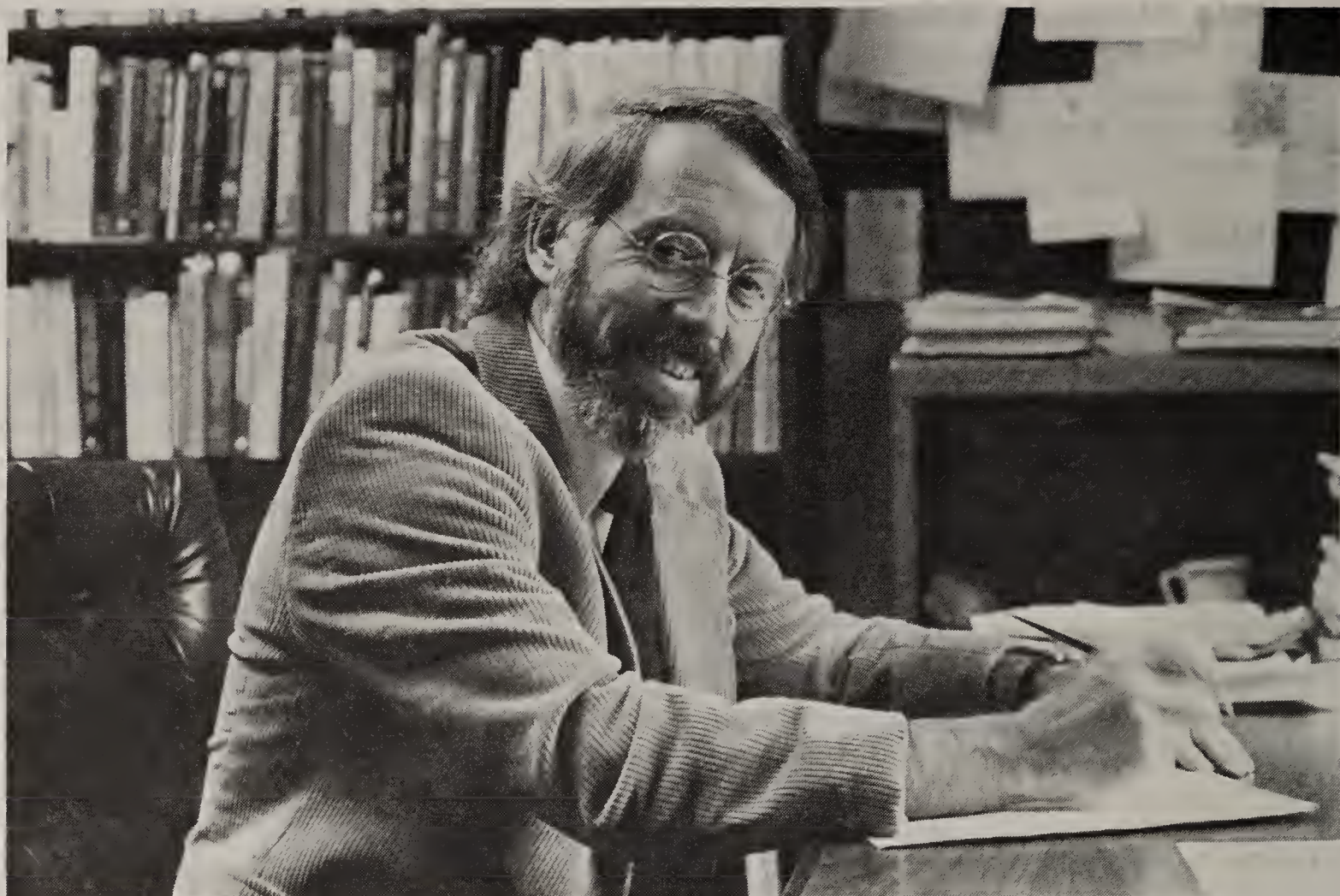
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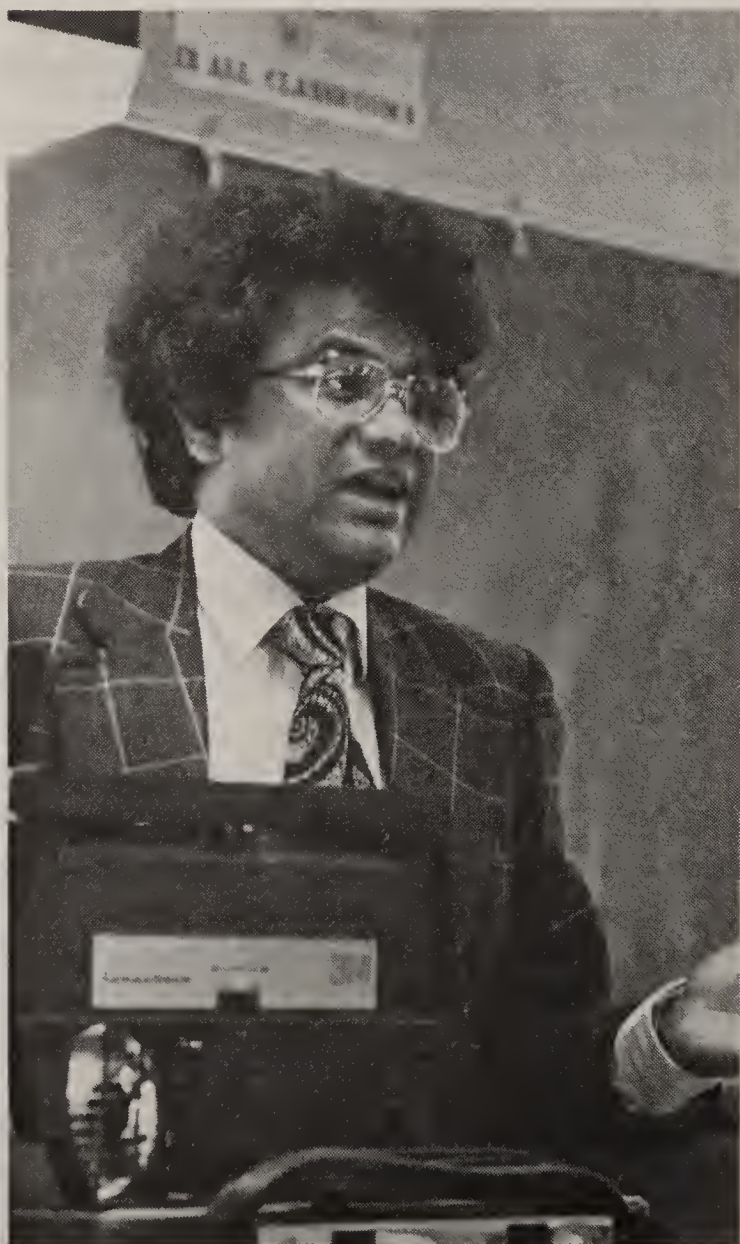
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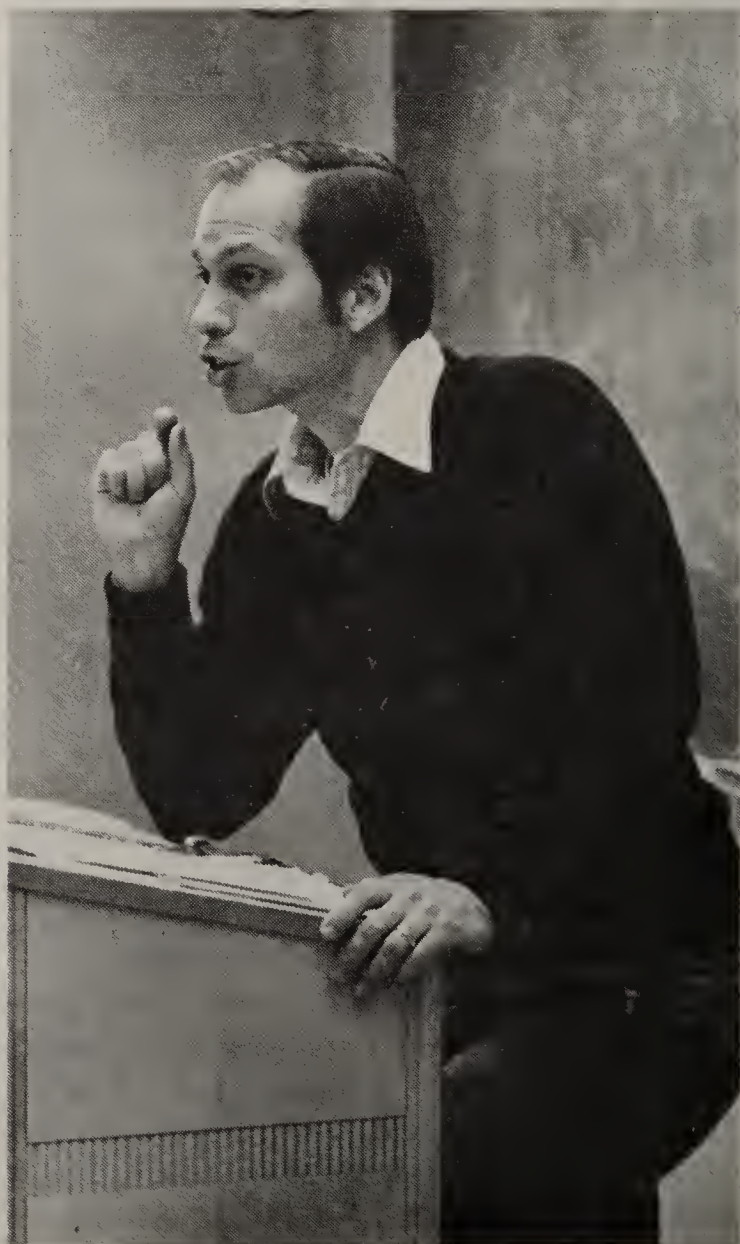
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